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Stručni nadzor nad mrežom biblioteka Tuzlanskog kantona: analiza stanja, iskustva, izazovi i preporuke za unapređenje

Professional supervision of the Tuzla Canton library network: analysis of the situation, experiences, challenges and recommendations for improvement

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Sažetak / Abstract

Cilj: Cilj istraživanja bio je procjena stanja bibliotečke djelatnosti i davanje preporuka za poboljšanje u skladu sa Zakonom o bibliotečkoj djelatnosti Tuzlanskog kantona i međunarodnim standardima.
Metodološki pristup je u potpunosti inovativan i prvi ovakve vrste u Tuzlanskom kantonu te može poslužiti kao model za druge kantone u FBiH. Ovakav metodološki pristup kombinuje: kvantitativnu analizu (statistički podaci, brojčani pokazatelji), kvalitativnu procjenu (terenske posjete, intervjui), formalizovano dokumentovanje (zapisnici s preporukama) i sistematično praćenje implementacije.
Rezultati: Rezultat analize prikupljenih podataka ukazuje na značajne nedostatke u funkcionisanju biblioteka, uključujući neadekvatno finansiranje, nedovoljan broj stručnog kadra i slabu povezanost sa savremenim bibliotečko-informacionim sistemima, kao uslove za poštovanje zakonskih propisa.
Društveni značaj: Ostvarujući društveni značaj očekuje se da će ovaj rad potaknuti slične inicijative u drugim kantonima, služiti kao referentni materijal za kreatore politika, doprinijeti standardizaciji pristupa matičnim poslovima u BiH i biti citiran u budućim istraživanjima bibliotečke djelatnosti, jer rad predlaže konkretne mjere za poboljšanje opšteg stanja biblioteka i njihovo uključivanje u COBISS sistem.
Praktična primjena: S aspekta praktične primjene, rad predlaže sistemske mjere kroz hitne, srednjoročne i dugoročne intervencije, uključujući povećanje budžetskih izdavanja, tehnološku modernizaciju i kadrovska ojačanja.
Originalnost: Ovaj stručni rad predstavlja prvu sveobuhvatnu analizu stanja bibliotečke mreže Tuzlanskog kantona na osnovu stručnog nadzora provedenog u periodu 2023–2024. godine. Istraživanje obuhvata 22 biblioteke različitih vrsta: devet javnih biblioteka, tri specijalne biblioteke i trinaest organizacionih jedinica Univerzitetske biblioteke, kao i kontinuirani monitoring preko 131 biblioteke kroz dosijee.

Aim: The aim of the research was to assess the state of library activities and provide recommendations for improvement in accordance with the Library Activity Law of Tuzla Canton and international standards.
Methodology: The methodological approach is entirely innovative and the first of its kind in Tuzla Canton, and it can serve as a model for other cantons in the Federation of Bosnia and Herzegovina. This methodological approach combines: quantitative analysis (statistical data, numerical indicators), qualitative assessment (field visits, interviews), formalized documentation (minutes with recommendations), and systematic monitoring of implementation.
Results: The result of the analysis of the collected data indicates significant deficiencies in the functioning of libraries, including inadequate funding, insufficient number of professional staff, and weak connectivity with modern library-information systems, as prerequisites for compliance with legal regulations.
Social significance: By achieving social significance, it is expected that this work will encourage similar initiatives in other cantons, serve as reference material for policy makers, contribute to the standardization of approaches to coordinating library services in Bosnia and Herzegovina, and be cited in future library research, as the work proposes specific measures to improve the overall state of libraries and their integration into the COBISS system.

Practical application: From a practical application perspective, the work proposes systemic measures through urgent, medium-term, and long-term interventions, including increasing budgetary expenditures, technological modernization, and staff strengthening.
Originality: This professional paper represents the first comprehensive analysis of the state of the library network in Tuzla Canton based on professional supervision conducted in the period 2023–2024. The research covers 22 libraries of different types: nine public libraries, three special libraries, and thirteen organizational units of the University Library, as well as continuous monitoring of over 131 libraries through dossiers.

1. Uvod

Biblioteke predstavljaju ključnu infrastrukturu obrazovnog, kulturnog i naučnog razvoja svake zajednice. U kontekstu decentralizovanog sistema upravljanja u Bosni i Hercegovini, kantoni imaju značajnu autonomiju u organizovanju bibliotečke djelatnosti, što nameće potrebu za redovnim stručnim nadzorom kako bi se osigurala primjena standarda i kontinuirano poboljšanje usluga i efikasnost poslovanja.

Ovaj rad pripremljen je na osnovu terenskog istraživanja, analize dokumenata i intervjua provedenih u okviru redovnih matičnih poslova JU Narodne i univerzitetske biblioteke "Derviš Sušić" Tuzla tokom 2023–2024. godine, a sljedeći stručni nadzor obuhvatiće srednjoškolske i osnovnoškolske biblioteke u 2025/2026. godini.

1.1. Pravni okvir i nadležnost

Bibliotečka djelatnost u Tuzlanskom kantonu regulisana je Zakonom o bibliotečkoj djelatnosti (*Službene novine Tuzlanskog kantona*, br. 6/00, 15/11 i 7/17), koji u članu 28. definiše matične poslove Biblioteke kantona JU Narodna i univerzitetska biblioteka "Derviš Sušić" Tuzla koja obavlja funkciju centralne matične biblioteke za područje kantona, što uključuje nadzor nad radom 167 biblioteka različitih tipova.

Nakon dugogodišnjeg prekida aktivnog matičnog rada zbog kadrovskih problema, Služba za matične poslove i razvoj bibliotekarstva obnovila je svoj rad u oktobru 2023. godine. Ovaj rad predstavlja rezultate prvog sveobuhvatnog stručnog nadzora provedenog u posljednjih nekoliko godina.

JU Narodna i univerzitetska biblioteka "Derviš Sušić" Tuzla, kao centralna matična biblioteka kantona, odgovorna je za: povezivanje biblioteka u bibliotečko-informacioni sistem kantona, organizovanje naučnoistraživačkog rada iz bibliotečke djelatnosti, pružanje stručne pomoći bibliotekama i izradu metodskih uputstava, obavljanje stručnog nadzora nad radom biblioteka i praćenje i proučavanje stanja biblioteka u kantonu.

1. Introduction

Libraries represent key infrastructure for the educational, cultural, and scientific development of every community. In the context of the decentralized management system in Bosnia and Herzegovina, cantons have significant autonomy in organizing library activities, which necessitates regular professional supervision to ensure the application of standards and continuous improvement of services and business efficiency.

This work was prepared based on field research, document analysis, and interviews conducted within the framework of regular coordinating library services of the Public Institution National and University Library "Derviš Sušić" Tuzla during 2023–2024, and the following professional supervision will cover secondary school and primary school libraries in 2025/2026.

1.1. Legal Framework and Jurisdiction

Library activity in Tuzla Canton is regulated by the Law on Library Activity (*Službene novine TK*, No. 6/00, 15/11 and 7/17), which in Article 28 defines the coordinating library services of the Canton Library—Public Institution National and University Library "Derviš Sušić" Tuzla, which performs the function of the central coordinating library for the canton area, including supervision over the work of 167 libraries of different types.

After a long-standing interruption of active coordinating library work due to staffing problems, the Department for Coordinating Library Services and Library Development renewed its work in October 2023. This work represents the results of the first comprehensive professional supervision conducted in recent years.

The Public Institution National and University Library "Derviš Sušić" Tuzla, as the central coordinating library of the canton, is responsible for: connecting libraries into the library-information system of the canton, organizing scientific research work in library activity, providing professional assistance

1.2. Cilj istraživanja

Glavni cilj ovog stručnog rada je da kroz analizu provedenog stručnog nadzora:

- Pruži prvi obuhvatan uvid u stanje biblioteka TK,
- Identifikuje ključne probleme i sistemske nedostatke,
- Ocijeni usklađenost s važećim propisima i standardima,
- Predloži konkretne mjere za unapređenje,
- Stvori metodološku osnovu za buduće monitoring aktivnosti.

2. Metodologija istraživanja

Metodologija istraživanja u okviru stručnog rada temelji se na kombinaciji kvantitativnih i kvalitativnih segmenata, čime se osigurava sveobuhvatna analiza rada institucija. Kvantitativni segment omogućava objektivno mjerenje učestalosti i zastupljenosti određenih pojava, dok kvalitativni segment pruža dublje razumijevanje procesa, odnosa i konteksta, čime se postiže cjelovit uvid u funkcionalnost i efikasnost stručnog nadzora.

2.1. Kvantitativni segment

Kvantitativni segment stručnog nadzora uključivao je sistematsko prikupljanje statističkih podataka, evidentiranje učestalosti pojava i upotrebu standardiziranih instrumenata za mjerenje. Ova komponenta metodologije omogućila je identifikaciju obrazaca i trendova u radu institucija, što predstavlja temelj za planiranje daljih intervencija i unapređenja procesa. U tu svrhu u okviru elemenata stručnog nadzora unutar matične Biblioteke "Derviš Sušić" Tuzla po prvi puta primijenjeni su strukturirani zapisnici s detaljnim analizama zatečenog stanja, analiza godišnjih statističkih obrazaca i pregled inventarnih knjiga i evidencija.

2.2. Kvalitativni segment

Kvalitativni segment istraživanja bio je usmjeren na opažanje, intervjue sa zaposlenima i korisnicima te analizu sadržaja relevantnih dokumenata i procedura. Ova metoda omogućila je sagledavanje kvalitete rada, dinamike unutar institucija i subjektivnih iskustava učesnika, čime su kvantitativni nalazi dobili kontekst i dodatnu vrijednost u interpretaciji rezultata. Takav pristup podrazumijevao je terenske obilaske s fizičkim pregledom prostora, detaljne razgovore s bibliotečkim osobljem i analizu organizacijske dokumentacije.

to libraries and developing methodological instructions, conducting professional supervision over library work, and monitoring and studying the state of libraries in the canton.

1.2. Research Objectives

The main objective of this professional work is to, through analysis of the conducted professional supervision:

- Provide the first comprehensive insight into the state of libraries in Tuzla Canton,
- Identify key problems and systemic deficiencies,
- Assess compliance with applicable regulations and standards,
- Propose specific measures for improvement,
- Create a methodological basis for future monitoring activities.

2. Research methodology

The research methodology within the professional work is based on a combination of quantitative and qualitative segments, which ensures a comprehensive analysis of institutional work. The quantitative segment enables objective measurement of frequency and representation of certain phenomena, while the qualitative segment provides a deeper understanding of processes, relationships, and context, thereby achieving complete insight into the functionality and efficiency of professional supervision.

2.1. Quantitative Segment

The quantitative segment of professional supervision included systematic collection of statistical data, recording of frequency of occurrences, and use of standardized measuring instruments. This component of the methodology enabled identification of patterns and trends in institutional work, which represents the foundation for planning further interventions and process improvements. For this purpose, within the elements of professional supervision at the coordinating Library "Derviš Sušić" Tuzla, structured minutes with detailed analyses of the found situation, analysis of annual statistical forms, and review of inventory books and records were applied for the first time.

2.2. Qualitative Segment

The qualitative segment of the research was focused on observation, interviews with employees and users, and content analysis of relevant documents and procedures. This method enabled insight into work

Uzorak je obuhvatio devet javnih biblioteka, tri specijalne biblioteke, trinaest organizacionih jedinica Univerzitetske biblioteke i određeni broj školskih biblioteka.

Integracija kvantitativnih i kvalitativnih segmenata metodologije omogućila je sintezu podataka i stvaranje cjelovite slike stručnog nadzora. Kvantitativni podaci su ukazivali na opće trendove i učestalost pojava, dok su kvalitativni segmenti omogućili tumačenje tih trendova i razumijevanje dubinskih uzroka, što je rezultiralo preciznijim preporukama za unapređenje prakse.

Ovo je prvi put da se u Tuzlanskom kantonu primjenjuje sistemski pristup stručnom nadzoru s pisanim zapisnicima i formalnim preporukama, za razliku od prethodnih posjeta koje nisu bile formalizirane.

3. Teorijski okvir

3.1. Nacionalni pravni okvir

Stručni nadzor biblioteka u Bosni i Hercegovini realizovan je u skladu s nacionalnim pravnim okvirom, koji je hijerarhijski strukturiran i obuhvata zakone, pravilnike i druge propise na kantonalnom nivou. Svaka biblioteka funkcioniše unutar zakonodavnog okvira kantona u kojem je smještena, a istovremeno podliježe odredbama federalnih i državnih zakona koji definišu standarde rada, upravljanja i profesionalne odgovornosti. Implementacija stručnog nadzora provodi se kroz precizne zakonske zahtjeve Zakona o bibliotečkoj djelatnosti Tuzlanskog kantona (*Službene novine TK*, br. 6/00, 15/11 i 7/17, str. 245) te članove 17, 19, 25. i 28, koji detaljno definišu obaveze nadzora, izvještavanja, standardizaciju usluga i odgovornost rukovodilaca biblioteka. Ovi propisi omogućavaju da stručni nadzor bude sistematičan, transparentan i usmjeren na kontinuirano unapređenje kvaliteta rada biblioteka.

Stručni nadzor biblioteka u BiH regulisan je hijerarhijski strukturiranim pravnim okvirom. Na kantonalnom nivou to su: Zakon o bibliotečkoj djelatnosti Tuzlanskog kantona (*Službene novine TK*, br. 6/00, 15/11 i 7/17), Pravilnik o uslovima za osnivanje i rad biblioteka (*Službene novine TK*, br. 03/01, 12/11, str. 1-3), Pravilnik o tehničko-zaštitnim mjerama za čuvanje bibliotečke građe (*Službene novine TK*, br. 03/01, str. 1-2) i Pravilnik o stručnim zvanjima, uslovima i načinu sticanja stručnih zvanja u bibliotečkoj djelatnosti (*Službene novine TK*, br. 03/01, str. 1-7). Iz tih zakonskih okvira proizilaze ključni zakonski zahtjevi koji se ogledaju u sljedećem:

- Član 17: Javne biblioteke osnivaju se kao samostalne institucije,

quality, dynamics within institutions, and subjective experiences of participants, whereby quantitative findings gained context and additional value in result interpretation. Such an approach involved field visits with physical inspection of premises, detailed conversations with library staff, and analysis of organizational documentation.

The sample included nine public libraries, three special libraries, thirteen organizational units of the University Library, and a selective number of school libraries.

The integration of quantitative and qualitative segments of the methodology enabled data synthesis and creation of a complete picture of professional supervision. Quantitative data indicated general trends and frequency of occurrences, while qualitative segments enabled interpretation of these trends and understanding of deep causes, which resulted in more precise recommendations for practice improvement.

This is the first time in Tuzla Canton that a systematic approach to professional supervision with written minutes and formal recommendations has been applied, unlike previous visits that were not formalized.

3. Theoretical framework

3.1. National Legal Framework

Professional supervision of libraries in Bosnia and Herzegovina is realized in accordance with the national legal framework, which is hierarchically structured and includes laws, regulations, and other provisions at the cantonal level. Each library functions within the legislative framework of the canton in which it is located, while simultaneously being subject to provisions of federal and state laws that define work standards, management, and professional responsibility. Implementation of professional supervision is carried out through precise legal requirements, the Law on Library Activity of Tuzla Canton (*Službene novine TK*, No. 6/00, 15/11 and 7/17, p. 245), and Articles 17, 19, 25, and 28, which define in detail the obligations of supervision, reporting, service standardization, and responsibility of library managers. These regulations enable professional supervision to be systematic, transparent, and focused on continuous improvement of library work quality.

Professional supervision of libraries in Bosnia and Herzegovina is regulated by a hierarchically structured legal framework. At the cantonal level these are: Law on Library Activity of Tuzla Canton (*Službene novine TK*, No. 6/00, 15/11 and 7/17), Rulebook on Conditions for Establishment

- Član 19: Stručni poslovi se obavljaju s odgovarajućom stručnom spremom i položenim ispitom,
- Član 25: Obaveza formiranja zavičajnih zbirki i
- Član 28: Povezivanje u jedinstveni bibliotečko-informacioni sistem.

3.2. Međunarodni standardi IFLA-e / UNESCO-a

Uz nacionalni zakonski okvir, stručni nadzor u Bosni i Hercegovini dodatno je usklađen s međunarodnim standardima, uključujući smjernice International Federation of Library Associations and Institutions / Međunarodne federacije bibliotečkih udruženja i institucija (IFLA) i United Nations Educational, Scientific and Cultural Organization / Organizacije Ujedinjenih nacija za obrazovanje, nauku i kulturu (UNESCO), koji postavljaju globalne principe najboljih praksi u bibliotečkoj djelatnosti. Integracija međunarodnih standarda s lokalnim zakonodavstvom omogućava bibliotekama da razvijaju usluge koje zadovoljavaju i profesionalne norme i potrebe korisnika, čime se podiže ukupni kvalitet bibliotečkih usluga. Takva kombinacija regulative i međunarodnih smjernica garantuje da stručni nadzor ne funkcioniše samo kao formalnost već kao efikasan instrument praćenja i kontinuiranog razvoja biblioteka, omogućavajući da se lokalne specifičnosti usklade sa savremenim standardima i trendovima u oblasti informisanja, očuvanja kulturne baštine i edukacije korisnika. IFLA – UNESCO Manifest javnih biblioteka (IFLA & UNESCO, 2022) ažurirana je verzija prethodno usvojenog manifesta iz 1994. godine, koji su zajednički pripremili Međunarodna federacija bibliotečkih udruženja i institucija (IFLA) i Ujedinjene nacije za obrazovanje, nauku i kulturu (UNESCO), s ciljem da održava savremene izazove i ulogu javnih biblioteka u današnjem društvu.

U pogledu smjernica koje služe kao praktičan vodič školskim bibliotekarima i donosiocima odluka u obrazovanju tu su Smjernice za školske biblioteke (IFLA, 2015). Ovaj dokument kreiran je kako bi se osiguralo da svi učesnici i nastavnici imaju pristup efikasnim programima školskih biblioteka, koje vode kvalifikovani stručnjaci.

Stavljajući fokus na osiguranje kvalitete pristupa informacijama, podršku obrazovanju i istraživanju, razvoj digitalnih resursa i otvorene nauke, kao i saradnju na nacionalnom i međunarodnom nivou, Međunarodna federacija bibliotečkih udruženja i institucija (IFLA) izradila je Smjernice za školske

and Operation of Libraries (*Službene novine TK*, No. 03/01, 12/11, pp. 1-3), Rulebook on Technical-Protective Measures for Preserving Library Materials (*Službene novine TK*, No. 03/01. pp. 1-2), and Rulebook on Professional Titles, Conditions and Method of Acquiring Professional Titles in Library Activity (*Službene novine TK*, No. 03/01, pp. 1-7). From the stated legal frameworks arise key legal requirements that are reflected in the following:

- Article 17: Public libraries are established as independent institutions,
- Article 19: Professional work is performed with appropriate professional qualifications and passed examination,
- Article 25: Obligation to form local heritage collections, and
- Article 28: Connection into a unified library-information system.

3.2. IFLA/UNESCO International Standards

Along with the national legal framework, professional supervision in Bosnia and Herzegovina is additionally aligned with international standards, including guidelines of the International Federation of Library Associations and Institutions (IFLA) and the United Nations Educational, Scientific and Cultural Organization (UNESCO), which set global principles of best practices in library activity. Integration of international standards with local legislation enables libraries to develop services that satisfy both professional norms and user needs, thereby raising the overall quality of library services. Such a combination of regulations and international guidelines guarantees that professional supervision functions not only as a formality, but as an efficient instrument for monitoring and continuous library development, enabling local specificities to be aligned with contemporary standards and trends in the field of information, preservation of cultural heritage, and user education. The IFLA/UNESCO Public Library Manifesto (IFLA & UNESCO, 2022) is an updated version of the previously adopted manifesto from 1994, jointly prepared by the International Federation of Library Associations and Institutions (IFLA) and the United Nations Educational, Scientific and Cultural Organization (UNESCO), with the aim of addressing contemporary challenges and the role of public libraries in today's society.

Regarding guidelines that serve as a practical guide for school librarians and decision-makers in education, there are the School Library Guidelines (IFLA, 2015). This document was created to ensure that all participants and teachers have access to efficient

biblioteke – IFLA School Library Guidelines, 2nd edition (IFLA, 2015). Ovaj dokument je dostupan i u hrvatskom prijevodu, u izdanju Hrvatskog knjižničarskog društva: Smjernice za školske knjižnice (HKD, 2016), dok se za akademske i istraživačke biblioteke primjenjuju Smjernice Hrvatskog knjižničarskog saveza (HKD, 2015) koje sadrže relevantne preporuke.

3.3. Primijenjeni kriteriji koji su korišteni tokom vršenja stručnog nadzora

Tokom vršenja stručnog nadzora primijenjeni su jasno definisani kriteriji koji omogućavaju sveobuhvatnu procjenu rada biblioteke, njenog usklađivanja sa zakonskim i profesionalnim standardima te ukupne funkcionalnosti u praksi. Na osnovu tih kriterija sagledani su organizacioni, kadrovski i programski aspekti rada, kao i kvalitet pruženih usluga korisnicima.

4. Metodologija nadzora

4.1. Obuhvat istraživanja

U periodu od 2023. do 2024. godine nadzorom su obuhvaćene 22 biblioteke direktno i 131 biblioteka preko dosijea, što je predstavljeno u sljedećem tabelarnom prikazu:

school library programs, managed by qualified professionals.

Focusing on ensuring quality access to information, support for education and research, development of digital resources and open science, as well as cooperation at the national and international level, the International Federation of Library Associations and Institutions (IFLA) developed the School Library Guidelines – IFLA School Library Guidelines, 2nd edition (IFLA, 2015). This document is also available in Croatian translation, published by the Croatian Library Association: Smjernice za školske knjižnice (HKD, 2016), while for academic and research libraries, the Guidelines of the Croatian Library Association (HKD, 2015) are applied, which contain relevant recommendations.

3.3. Applied Criteria Used During Professional Supervision

During professional supervision, clearly defined criteria were applied that enable comprehensive assessment of library work, its compliance with legal and professional standards, and overall functionality in practice. Based on these criteria, organizational, staffing, and programmatic aspects of work were examined, as well as the quality of services provided to users.

4. Supervision methodology

4.1. Research Scope

In the period 2023–2024, supervision covered 22 libraries directly and 131 libraries through dossiers, which is presented in the following table:

Tip biblioteke Library Type	Direktan nadzor Direct Supervision	Dosijei Dossiers
Javne biblioteke Public libraries	9	10
Specijalne biblioteke Special libraries	3	3
Univerzitetska biblioteka i njene organizacione jedinice University library and its organizational units	13	-
Školske biblioteke School libraries	-	124

S aspekta geografske distribucije nadzor je obuhvatao: Grad Tuzlu, Banoviće, Čelić, Gračanicu, Gradačac, Kalesiju, Kladanj, Lukavac, Srebrenik, Živinice i ostale opštine Tuzlanskog kantona.

4.2. Kriteriji za procjenu

Kada su u pitanju kriteriji za procjenu, kao unaprijed definisani pokazatelji i mjerila za vrednovanje, ocjenu i donošenje odluka, s aspekta materijalno-tehničkih uslova posmatrani su adekvatnost prostora i lokacije biblioteke, opremljenost namještajem i opremom, pristupačnost za osobe s invaliditetom i bezbjednosni i ambijentalni uslovi. Na okolnosti kriterija kadrovskih resursa od značaja su broj i struktura zaposlenih, stručne kvalifikacije i bibliotečka zvanja, položeni stručni ispiti uposlenika i kontinuirano stručno usavršavanje.

Bibliotečki fond posmatran je kroz kriterije veličine i strukture fonda, nabavnu politiku i aktuelnosti literature, obradu i katalogizaciju fonda te postojanje zavičajne zbirke. U kontekstu bibliotečkih usluga primijenjeni kriteriji odnose se na postojanje i funkcionisanje osnovnih bibliotečkih usluga (pozajmica, čitaonica), dodatne programe i aktivnosti, radno vrijeme i dostupnost korisnicima te vođenje statistike korištenja usluga biblioteke.

Za inkluziju u proces informatizacije primijenjeni su kriteriji članstva u COBISS sistem (Co-operative Online Bibliographic System and Services / Kooperativni online bibliografski sistem i servisi), zastupljenost računarske opreme, postojanje digitalnih kataloga i zastupljenost online usluge (dostupnost e-kataloga, online rezervacija knjiga i digitalnih servisa).

4.3. Inovacije u pristupu

Inovacije u pristupu podrazumijevaju nove, kreativne i efikasne metode pomoću kojih se pristupilo cijelom procesu analize i unapređenja, a sve u cilju bolje organizacije i pružanja kvalitetnije usluge korisnicima. U tu svrhu po prvi put su korišteni formalizovani zapisnici, odnosno standardizovani zapisnici koji sadrže: detaljnu analizu zatečenog stanja, konkretne preporuke i definisanje konkretne zakonske obaveze u cilju otklanjanju nedostataka. Uspostavljen je dosije sistem kao centralizovani sistem evidencije svih biblioteka s registrom biblioteka i bibliotekara (131 institucija od ukupno 167 biblioteka), godišnjim statističkim obrascima i kontinuiranim ažuriranjem podataka.

From the aspect of geographical distribution, supervision covered: the City of Tuzla, Banovići, Čelić, Gračanica, Gradačac, Kalesija, Kladanj, Lukavac, Srebrenik, Živinice, and other municipalities of Tuzla Canton.

4.2. Assessment Criteria

When it comes to assessment criteria, as predefined indicators and criteria for evaluation, assessment, and decision-making, from the aspect of material-technical conditions, the adequacy of library space and location, furnishing and equipment, accessibility for persons with disabilities, and safety and environmental conditions were examined. Regarding staffing resources criteria, the number and structure of employees, professional qualifications and library titles, passed professional examinations of employees, and continuous professional development are significant.

The library collection was examined through criteria of collection size and structure, acquisition policy and literature currency, collection processing and cataloging, and existence of a local heritage collection. In the context of library services, applied criteria relate to the existence and functioning of basic library services (lending, reading room), additional programs and activities, working hours and accessibility to users, and keeping statistics on library service usage.

For inclusion in the informatization process, criteria applied were membership in the COBISS system (Co-operative Online Bibliographic System and Services), representation of computer equipment, existence of digital catalogs, and representation of online services (e-catalog availability, online book reservation, and digital services).

4.3. Innovations in Approach

Innovations in approach imply new, creative, and efficient methods through which the entire process of analysis and improvement was approached, all with the aim of better organization and providing better quality service to users. For this purpose, formalized minutes were used for the first time, i.e., standardized minutes containing: detailed analysis of the found situation, specific recommendations, and definition of specific legal obligations to eliminate deficiencies. A dossier system was established as a centralized system for recording all libraries with a register of libraries and librarians (131 institutions out of a total of 167 libraries), annual statistical forms, and continuous data updating.

5. Rezultati nadzora

5.1. Analiza stanja javnih biblioteka

5.1.1. Pregled analiziranih biblioteka

U Tabeli 1. obuhvaćen je skup podataka nakon izvršenog uvida u rad javnih biblioteka u Tuzlanskom kantonu, a koji podrazumijeva naziv biblioteke, godinu osnivanja, status biblioteke, fond, članstvo u COBISS-u (Co-operative Online Bibliographic Systems and Services / Kooperativni online bibliografski sistemi i servisi) i zastupljenost stručnog kadra.

5. Supervision results

5.1. Analysis of Public Library Status

5.1.1. Overview of Analyzed Libraries

Table 1 includes a set of data after inspection of public library work in Tuzla Canton, which includes library name, year of establishment, library status, collection, COBISS membership (Co-operative Online Bibliographic Systems and Services), and representation of professional staff.

Tabela 1. Osnovni podaci o javnim bibliotekama Tuzlanskog kantona
Table 1. Basic Data on Public Libraries of Tuzla Canton

Biblioteka Library	Godina osnivanja Established	Status	Fond (jedinice) Collection (units)	Član COBISS-a COBISS Member	Stručni kadar Professional Staff
JU Javna biblioteka Banovići PI Public Library Banovići	1956	Samostalna Independent	15,000	Ne No	2
JU Gradska biblioteka Čelić PI City Library Čelić	2002	Samostalna Independent	12,968	Ne No	0
JU Narodna biblioteka "Dr. Mustafa Kamarić" Gračanica PI National Library "Dr. Mustafa Kamarić" Gračanica	1924	U sastavu BKC Part of BKC	20,000	Ne (potpisana pristupnica) No (signed application form)	2
JU Javna biblioteka "Alija Isaković" Gradačac PI Public Library "Alija Isaković" Gradačac	1996	Samostalna Independent	25,000	Da (od 2018) Yes (since 2018)	3
JU Gradska biblioteka Kalesija PI City Library Kalesija	2000	U sastavu BKC Part of BKC	18,000	Ne (potpisana pristupnica) No (signed application form)	2
JU Javna biblioteka Kladanj PI Public Library Kladanj	2002	Samostalna Independent	20,000	Da (od 2018) Yes (since 2018)	2
JU Gradska biblioteka Lukavac PI City Library Lukavac	1998	U sastavu CK Part of CK	30,000	Da (od 2018) Yes (since 2018)	3
JU Gradska biblioteka Srebrenik PI City Library Srebrenik	1972	U sastavu CKI Part of CKI	22,000	Da (od 2018) Yes (since 2018)	2
JU Biblioteka Živinice PI Library Živinice	1954	U sastavu BKC Part of BKC	17,000	Ne No	2

5.1.2. Ključni problemi javnih biblioteka

Na osnovu prikupljenih podataka definisani su ključni problemi kao najvažnija, centralna i osnovna pitanja i poteškoće koje bi trebalo riješiti, a u cilju uspostavljanja kvalitete, napretka i rezultata. Od obuhvaćenog uzorka u 55% biblioteka uočeni su statusni problemi, naime pet do devet biblioteka funkcioniše u sastavu kulturnih centara, što nije u skladu s odredbama člana 17. Zakona o bibliotečkoj djelatnosti Tuzlanskog kantona (*Službene novine TK*, br. 6/00, 15/11 i 7/17) koji propisuje da se javne biblioteke osnivaju kao samostalne institucije.

Nadalje, uočen je problem nedovoljne informatizacije jer u istom uzorku 55% biblioteka ne koristi

5.1.2. Key Problems of Public Libraries:

Based on collected data, key problems were defined as the most important, central, and fundamental issues and difficulties that should be resolved, with the aim of establishing quality, progress, and results. From the covered sample, status problems were identified in 55% of libraries; namely, five to nine libraries function within cultural centers, which is not in accordance with the provisions of Article 17 of the Law on Library Activity of Tuzla Canton (*Službene novine TK*, No. 6/00, 15/11 and 7/17), which prescribes that public libraries are established as independent institutions.

COBISS sistem, samo četiri biblioteke su aktivno uključene, dvije biblioteke imaju potpisane pristupnice, ali ne koriste sistem, dok tri biblioteke nisu ni u procesu priključenja sistemu. Povezanost biblioteka COBISS sistemu prikazana je u Tabeli 2.

Furthermore, a problem of insufficient informatization was identified because in the same sample 55% of libraries do not use the COBISS system; only four libraries are actively included, two libraries have signed access agreements but do not use the system, while three libraries are not even in the process of joining the system. Library connectivity to the COBISS system is shown in Table 2.

Tabela 2. Povezanost biblioteka s COBISS-om po tipovima
Table 2. Library COBISS Connectivity by Type

Tip biblioteke Library Type	Ukupno Total	Članice COBISS-a COBISS Members	Procent Percentage
Javne biblioteke Public libraries	9	4	44%
Specijalne biblioteke Special libraries	3	2	67%
Univerzitetska biblioteka University library	1	1	100%
Ukupan broj analiziran biblioteka Total analyzed libraries	13	7	54%

COBISS sistem predstavlja zajednički informacioni sistem biblioteka koji omogućava katalogizaciju, razmjenu i pristup bibliografskim podacima u okviru jedinstvene mreže. U Bosni i Hercegovini, sistem funkcioniše kao COBISS.BH, dio šireg regionalnog sistema koji povezuje biblioteke u više zemalja Jugoistočne Evrope.

The COBISS system represents a common library information system that enables cataloging, exchange, and access to bibliographic data within a unified network. In Bosnia and Herzegovina, the system functions as COBISS.BH, part of a broader regional system connecting libraries in multiple countries of Southeast Europe.

5.1.2.1. Kadrovski kapaciteti i nedostaci

Značaj kadrovskog kapaciteta leži u tome da bez adekvatnog broja i kvaliteta ljudi nijedna institucija pa tako ni bibliotečka ne može ispuniti svoju misiju. Kroz tabelarni prikaz u Tabeli 3. predstavljena je analiza kadrovske strukture u uzetom uzorku.

5.1.2.1. Staffing Capacity and Deficiencies

The significance of staffing capacity lies in the fact that without an adequate number and quality of people, no institution, including library institutions, can fulfill its mission. Table 3 presents an analysis of staffing structure in the sampled libraries.

Tabela 3. Analiza kadrovske strukture javnih biblioteka
Table 3. Analysis of Public Library Staffing Structure

Kategorija Category	Broj biblioteka Number of Libraries	Procent Percentage
Biblioteka s tri stručna zaposlenika Libraries with three professional employees	2	22%
Biblioteka s dva stručna zaposlenika Libraries with two professional employees	5	56%
Biblioteka s jednim ili bez stručnih zaposlenika Libraries with one or no professional employees	2	22%
Ukupan broj analiziranih biblioteka Total analyzed libraries	9	100%

Značajan problem predstavlja nedovoljan broj stručnog bibliotečkog kadra. Prema Pravilniku o uslovima za osnivanje i rad biblioteka (*Službene novine TK*, br. 03/01, 12/11), samostalna biblioteka

A significant problem is the insufficient number of professional library staff. According to the Rulebook on Conditions for Establishment and Operation of Libraries (*Službene novine TK*, No. 03/01,

treba imati najmanje tri stručna bibliotečka radnika s položenim stručnim ispitom, od kojih najmanje dva s visokom stručnom spremom. Ova norma nije ispunjena u većini analiziranih biblioteka.

Najveći problem uočen je u Gradskoj biblioteci Čelić, gdje nema stručnog bibliotečkog kadra, dok je najbolju praksu pokazala JU Javna biblioteka "Alija Isaković" Gradačac, koja je jedna od najorganizovanijih javnih biblioteka na području Tuzlanskog kantona, koja kontinuirano prati i primjenjuje savremenu bibliotečku praksu i ima najbolju kadrovsku strukturu. Pozitivne rezultate pokazala je i JU Javna biblioteka Kladanj, kao druga biblioteka na području Tuzlanskog kantona koja je pokazala visok stepen usklađenosti sa standardima, a koja kontinuirano prati savremenu bibliotečku praksu i ima dobru kadrovsku strukturu.

5.1.2.2. Bibliotečka građa i katalogizacija

Posmatrano u uzetom uzorku, fond bibliotečke građe kreće se od 12.968 bibliotečkih jedinica (Gradska biblioteka Čelić) do preko 30.000 u većim bibliotekama. Pravilnikom o uslovima za osnivanje i rad biblioteka (*Službene novine TK*, br. 03/01, 12/11, str. 1-3) propisano je da samostalna biblioteka treba da ima fond od najmanje 15.000 knjiga i 25 naslova periodičnih publikacija. Značajan problem predstavlja nepostojanje propisanih bibliotečkih kataloga u nekoliko biblioteka i neadekvatan smještaj građe koji ne prati stručne standarde (UDK klasifikacija).

5.1.2.3. Tehnička opremljenost

Većina biblioteka u Tuzlanskom kantonu raspolaže zastarjelom tehničkom opremom, što otežava implementaciju savremenih bibliotečkih sistema. Posebno je izražen problem nedostatka adekvatne opreme za rad u sistemima COBISS/Katalogizacija i COBISS/Pozajmica.

5.2. Stanje specijalnih biblioteka

Analiza stanja biblioteka u Tuzlanskom kantonu obuhvatila je i kontrolu tri specijalne biblioteke tabelarno prikazane:

12/11), an independent library should have at least three professional library workers with passed professional examination, of which at least two with higher education. This norm is not met in most analyzed libraries.

The biggest problem was identified in City Library Čelić, which has no professional library staff, while best practices were shown by PI Public Library "Alija Isaković" Gradačac, which is one of the most organized public libraries in Tuzla Canton, continuously following and applying contemporary library practice and having the best staffing structure. Positive results were also shown by PI Public Library Kladanj as the second library in Tuzla Canton that showed a high degree of compliance with standards, continuously following contemporary library practice and having good staffing structure.

5.1.2.2. Library Materials and Cataloging

Looking at the sampled libraries, the library materials collection ranges from 12,968 library units (City Library Čelić) to over 30,000 in larger libraries. The Rulebook on Conditions for Establishment and Operation of Libraries (*Službene novine TK*, No. 03/01, 12/11, pp. 1-3) prescribes that an independent library should have a collection of at least 15,000 books and 25 periodical publication titles. A significant problem is the non-existence of prescribed library catalogs in several libraries and inadequate arrangement of materials that does not follow professional standards (UDC classification).

5.1.2.3. Technical Equipment

Most libraries in Tuzla Canton have outdated technical equipment, which hinders implementation of contemporary library systems. Particularly pronounced is the problem of lack of adequate equipment for work in the COBISS/Cataloging system and COBISS/Circulation system.

5.2. Status of special libraries

The analysis of library status in Tuzla Canton also included inspection of three special libraries presented in tabular form:

Biblioteka Library	COBISS status	Glavne preporuke Main Recommendations
JU Specijalna Behram-begova biblioteka PI Special Behram-beg Library	Da (2018) Yes (2018	Aktivacija COBISS/Pozajmica Activation of COBISS/Lending
Biblioteka Muzeja Istočne Bosne Library of Museum of Eastern Bosnia	Da (2023) Yes (2018)	Preporuka tečaj COBISS/ Katalogizacija za kreiranje novih zapisa Recommendation for COBISS/Cataloging course for creating new records
Biblioteka UKC Tuzla Library of UKC Tuzla	Ne No	Ujedinjavanje u mrežu COBISS Integration into COBISS network

5.2.1. JU Specijalna biblioteka "Behram-beg"

Osnivači JU Specijalne biblioteke "Behram-beg" su Sabor Islamske zajednice u BiH i Skupština Tuzlanskog kantona. Ova biblioteka je punopravna članica sistema COBISS od 2018. godine. Glavni nedostatak predstavlja neaktiviran modul COBISS/Pozajmica i potreba za dodatnom katalogizacijom specifične građe (što se u međuvremenu i realizovalo). Biblioteka JU Specijalna biblioteka "Behram-beg" dobar je primjer organizacije rada među specijalnim bibliotekama.

5.2.2. Biblioteka JZU Univerzitetski klinički centar Tuzla

Biblioteka Univerzitetskog kliničkog centra Tuzla kao medicinska biblioteka koristi interni elektronski katalog i ima pristup bazi podataka HINARI. Ovoj biblioteci preporučeno je uključivanje u sistem COBISS radi bolje integracije u nacionalnu bibliotečku mrežu.

5.2.3. Biblioteka Muzeja Istočne Bosne

Muzej Istočne Bosne egzistira u staroj zgradi i više godina unazad nema adekvatne uslove za smještaj svojih bogatih zbirki. Realizacija inicijalnog projekta rekonstrukcije i nadogradnje zgrade Muzeja Istočne Bosne počela je 2009. godine, kada je formiran vanjski dio objekta, ali zbog nedostatka finansija stalo se s izgradnjom unutrašnjosti objekta, zbog čega uređenost i bolja organizacija rada Biblioteke u Muzeju Istočna Bosna ne mogu biti adekvatno realizovani. Završetak projekta uređenja Muzeja Istočne Bosne igra veliki značaj za ovu ustanovu. Sanacijom i restauracijom objekta stvaraju se i veće mogućnosti za razvoj muzeja koji je značajan kulturni potencijal, kroz kreiranje kulturno-turističkih i znanstveno-edukativnih sadržaja, ali i same biblioteke koja djeluje unutar njega.

5.2.1. PI Special Library "Behram-beg"

The founders of PI Special Library "Behram-beg" are the Assembly of the Islamic Community in Bosnia and Herzegovina and the Assembly of Tuzla Canton. This library has been a full member of the COBISS system since 2018. The main deficiency is the non-activated COBISS/Circulation module and the need for additional cataloging of specific materials (which has since been realized). Library PI Special Library "Behram-beg" is a good example of work organization among special libraries.

5.2.2. Library of Public Health Institution University Clinical Center Tuzla (UKC)

The Library of the University Clinical Center Tuzla as a medical library uses an internal electronic catalog and has access to the HINARI database. This library was recommended to join the COBISS system for better integration into the national library network.

5.2.3. Library of the Museum of Eastern Bosnia

The Museum of Eastern Bosnia exists in an old building and for years has not had adequate conditions for housing its rich collections. The realization of the initial project of reconstruction and extension of the Museum of Eastern Bosnia building began in 2009 when the exterior of the building was formed, but due to lack of finances, construction of the building interior stopped, which is why proper arrangement and better organization of work of the Library at the Museum of Eastern Bosnia cannot be adequately realized. Completion of the Museum of Eastern Bosnia arrangement project is of great importance for this institution. Through remediation and restoration of the building, greater opportunities are created for museum development, which is a significant cultural potential, through creation of cultural-tourist and scientific-educational content, but also for the library itself operating within it.

5.3. Univerzitetska biblioteka i njene organizacione jedinice

Univerzitetska biblioteka sa svojim organizacionim jedinicama na 12 fakulteta i jednoj akademiji predstavlja najrazvijeniji dio bibliotečke mreže kantona. Ova biblioteka je punopravna članica od 2011. godine. Glavni problemi ogledaju se kroz nedefinisanu nabavnu politiku građe, oslanjanje isključivo na fond koji pristiže kao obavezni objavljeni primjerak i projektno finansiranje, nepostojanje stručno organizovanog fonda i izrađenog šifrarnika (Mašinski fakultet, Pravni fakultet, Rudarsko-geološko-građevinski fakultet), neadekvatne prostorne uslove na pojedinim fakultetima i nedovoljnu dodatnu edukaciju bibliotekara.

U toku stručnog nadzora na organizacionim jedinicama Biblioteke Univerziteta, kao primjer dobre prakse izdvojile su se biblioteka Ekonomskog fakulteta i biblioteka Tehnološkog fakulteta u Tuzli.

5.3.1. Sistemski problemi Univerzitetske biblioteke u Tuzli

Najveći nedostatak Univerzitetske biblioteke jeste nabavna politika. Fakulteti ne izdvajaju namjenska sredstva za kupovinu bibliotečke građe. Sadašnji izvori nabavke su obavezni primjerak ustanove i projekti Federalnog ministarstva obrazovanja i nauke.

Prostorni uslovi su od suštinskog značaja za rad svake biblioteke jer oni direktno utiču na kvalitet usluga, zadovoljstvo korisnika, očuvanje građe i mogućnost uvođenja novih funkcija. Unutar Univerzitetske biblioteke fondovi su raspoređeni na više lokacija, uz neadekvatne magacinske prostore, ali je planirano rješenje navedenog problema kroz uređenje Kampusa Univerziteta.

5.4. Stručni nadzor nad školskim bibliotekama na području Tuzlanskog kantona – analiza

Stručna analiza obuhvata dosijee preko 124 biblioteke (90 osnovnih + 34 srednjoškolske biblioteke).

5.4.1. Ujednačavanje bibliotečkih i pedagoških standarda

Na osnovu Zakona o bibliotečkoj djelatnosti TK kantona (*Službene novine TK*, br. 6/00, 15/11 i 7/17), Pedagoških standarda i općih normativa za osnovni odgoj i obrazovanje u Tuzlanskom kantonu (*Službene novine TK*, br. 12/22, 15/22, 11/23, 11/24, broj:10/1-34-023542-4/24 od 18. 9. 2024. godine i broj: 10/1-34-029866-3/25 od 13. 10. 2025. godine) i Pedagoških standarda i normativa za srednje obrazovanje i odgoj u Tuzlanskom kantonu (*Službene*

5.3. University Library and its organizational units

The University Library with its organizational units at 12 faculties and one academy represents the most developed part of the canton's library network. This library has been a full member since 2011. The main problems are reflected through: undefined acquisition policy for materials, relying exclusively on the collection that arrives as mandatory published copies and project financing, non-existence of professionally organized collections and developed classification schemes (Faculty of Mechanical Engineering, Faculty of Law, Faculty of Mining, Geology and Civil Engineering), inadequate spatial conditions at individual faculties, and insufficient additional education of librarians.

During professional supervision of University Library organizational units, the library of the Faculty of Economics and the library of the Faculty of Technology in Tuzla stood out as examples of good practice.

5.3.1. Systemic Problems of University Library in Tuzla

The biggest deficiency of the University Library is acquisition policy. Faculties do not allocate earmarked funds for purchase of library materials. Current acquisition sources are mandatory institutional copies and projects of the Federal Ministry of Education and Science.

Spatial conditions are of essential importance for the work of every library because they directly affect service quality, user satisfaction, materials preservation, and the possibility of introducing new functions. Within the University Library, collections are distributed across multiple locations, with inadequate storage spaces, but a solution to this problem is planned through arrangement of the University Campus.

5.4. Professional supervision of school libraries in Tuzla Canton – analysis

Professional analysis includes dossiers covering 124 libraries (90 elementary + 34 secondary school libraries).

5.4.1. Harmonization of Library and Pedagogical Standards

Based on the Law on Library Activity of Tuzla Canton (*Službene novine TK*, No. 6/00, 15/11 and 7/17), Pedagogical Standards and General Norms for Primary Education in Tuzla Canton (*Službene novine TK*, No. 12/22, 15/22, 11/23, 11/24, number: 10/1-34-023542-4/24 of 18. 9. 2024 and number: 10/1-

novine TK, br. 12/22, 15/22 i 11/23) te IFLA-inog/UNESCO-vog Manifesta o školskim bibliotekama (IFLA & UNESCO, 2022), školske biblioteke podliježu dvojnoj funkciji. Ujedinjavanje bibliotečkih standarda i pedagoških standarda u školskim bibliotekama predstavlja proces integracije stručnih principa bibliotečkog rada sa zahtjevima odgojno-obrazovnog procesa. Na taj način biblioteka ne djeluje isključivo kroz tradicionalnu bibliotečku ulogu posuđivanja i obrade građe, koji sami po sebi podrazumijevaju primjenu bibliotečkih standarda i normativa, nego se afirmiše i kao aktivan pedagoški resurs koji doprinosi razvoju čitalačke, informacione i medijske pismenosti učenika, podržava nastavni plan i program te učestvuje u formiranju kritičkog mišljenja i stvaralačkih kompetencija.

5.4.2. Bibliotečka funkcija

Bibliotečka funkcija školskih biblioteka ogleda se u obezbjeđivanju, stručnoj obradi, čuvanju i dostupnosti knjižne i neknjižne građe u skladu s važećim bibliotečkim standardima i normama. Ona podrazumijeva primjenu profesionalnih metoda katalogizacije, klasifikacije i bibliografske kontrole, kao i izgradnju fonda koji je utemeljen na principima stručne selekcije i aktuelnosti. Na ovaj način biblioteka osigurava kvalitetnu i organizovanu bazu znanja, koja je osnovni preduvjet za ostvarivanje pedagoške i obrazovne uloge školske biblioteke, što se postiže kroz prikupljanje, obradu i čuvanje obrazovnih resursa, organizaciju fonda prema bibliotečkim standardima (UDK), katalogizaciju u skladu s međunarodnim pravilima i pristup sistemu COBISS za povezivanje s nacionalnom mrežom.

5.4.3. Pedagoška funkcija

Pedagoška funkcija školskih biblioteka ogleda se u njihovoj ulozi aktivnog podržavaoca nastavnog procesa i cjelokupnog obrazovanja učenika. Biblioteka pruža resurse i programe koji razvijaju čitalačke, informacione i medijske kompetencije, podstiče samostalno učenje i istraživačke vještine te doprinosi formiranju kritičkog mišljenja i stvaralačkih sposobnosti. Kroz saradnju s nastavnicima i organizaciju obrazovnih aktivnosti, biblioteka se afirmiše kao integralni pedagoški "partner", čime nadilazi svoju primarnu funkciju posredovanja građe i postaje aktivan subjekt odgojno-obrazovnog procesa. Ovakvu ulogu školska biblioteka ostvaruje kroz podršku nastavnom procesu kroz odabir i pripremu materijala, edukaciju učenika o informacionoj pismenosti, saradnju s nastavnicima u pripremi časova i podsticanje čitanja i ljubavi prema knjizi.

34-029866-3/25 of 13. 10. 2025), and Pedagogical Standards and Norms for Secondary Education in Tuzla Canton (*Službene novine TK*, No. 12/22, 15/22 and 11/23), as well as the IFLA/UNESCO School Library Manifesto (IFLA & UNESCO, 2022), school libraries are subject to a dual function. The harmonization of library standards and pedagogical standards in school libraries represents a process of integrating professional principles of library work with the requirements of the educational process. In this way, the library does not operate exclusively through the traditional library role of lending and processing materials, which themselves imply application of library standards and norms, but is also affirmed as an active pedagogical resource that contributes to the development of reading, information, and media literacy of students, supports the curriculum, and participates in forming critical thinking and creative competencies.

5.4.2. Library Function

The library function of school libraries is reflected in providing, professional processing, preserving, and making available book and non-book materials in accordance with applicable library standards and norms. It implies application of professional methods of cataloging, classification, and bibliographic control, as well as building a collection that is based on principles of professional selection and currency. In this way, the library ensures a quality and organized knowledge base, which is a basic prerequisite for realizing the pedagogical and educational role of the school library, which is achieved through: collection, processing, and preservation of educational resources, organization of collections according to library standards (UDC), cataloging in accordance with international rules, and access to the COBISS system for connection with the national network.

5.4.3. Pedagogical Function

The pedagogical function of school libraries is reflected in their role as active supporters of the teaching process and overall student education. The library provides resources and programs that develop reading, information, and media competencies, encourages independent learning and research skills, and contributes to forming critical thinking and creative abilities. Through cooperation with teachers and organization of educational activities, the library is affirmed as an integral pedagogical "partner," thereby transcending its primary function of mediating materials and becoming an active subject of the educational process. The school library

Školske biblioteke kao hibridne ustanove moraju balansirati bibliotečke standarde s pedagoškim potrebama. Uspješna školska biblioteka je ona koja tehnički ispunjava standarde (COBISS, katalogizacija, revizija), pedagoški doprinosi obrazovnom procesu (informaciona pismenost, podsticanje čitanja), aktivno sarađuje s nastavnim osobljem i stručnim službama i kontinuirano se razvija praćenjem najboljih praksi. Školska biblioteka ostvaruje svoju ulogu kroz sinergiju bibliotečke i pedagoške funkcije, stvarajući moderan obrazovni resurs koji priprema učenike za društvo znanja.

6. Komparativna analiza – identifikovani problemi

6.1. Sistem COBISS u TK – regionalni kontekst

U Tuzlanskom kantonu četiri javne biblioteke nalaze se u sistemu COBISS, u kojem su i dvije specijalne biblioteke te jedna Univerzitetska biblioteka (s organizacionim jedinicama). U grafičkom prikazu (Grafikon 1) predstavljena je pokrivenost COBISS mrežom biblioteka u Tuzlanskom kantonu, dok je u Tabeli 4. prikazan hronološki pregled uključivanja biblioteka u sistem COBISS.

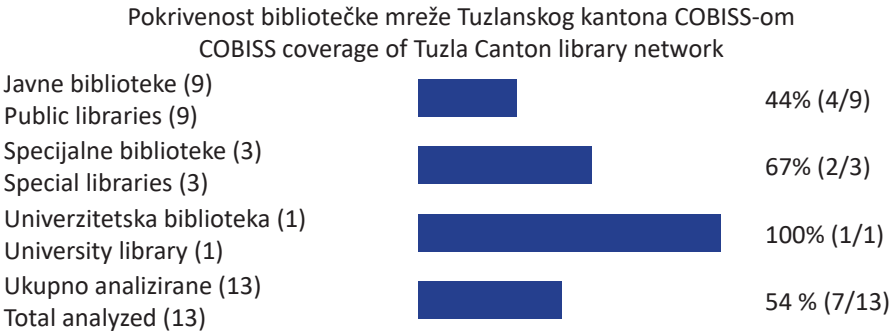
achieves this role through: support for the teaching process through selection and preparation of materials, education of students about information literacy, cooperation with teachers in lesson preparation, and encouragement of reading and love of books.

School libraries as hybrid institutions must balance library standards with pedagogical needs. A successful school library is one that technically meets standards (COBISS, cataloging, revision), pedagogically contributes to the educational process (information literacy, reading encouragement), actively cooperates with teaching staff and professional services, and continuously develops by following best practices. The school library realizes its role through synergy of library and pedagogical functions, creating a modern educational resource that prepares students for the knowledge society.

6. Comparative analysis – identified problems

6.1. COBISS System in TK – Regional Context

In Tuzla Canton, four public libraries are in the COBISS system, along with two special libraries and one University library (with organizational units). Graph 1 presents COBISS coverage of the library network in Tuzla Canton, while Table 4 shows a chronological overview of library inclusion in the COBISS system.



Grafikon 1. Distribucija biblioteka po statusu u COBISS-u
Graph 1. Distribution of Libraries by COBISS Status

Podaci prikazani na lijevoj strani grafikona pokazuju brojčanu zastupljenost biblioteka u Tuzlanskom kantonu, dok podaci s desne strane pokazuju brojčano i procentualno koliko se biblioteka, unutar njihove klasifikacije, nalazi u sistemu COBISS. Prikazan je udio biblioteka koje su potpuno integrisane u nacionalni bibliotečko-informacioni sistem, udio djelimično uključenih i onih biblioteka koje još nisu povezane. Prikaz u procentima omogućava brzu usporedbu i identifikaciju oblasti za unapređenje saradnje, standardizacije obrade građe i dostupnost informacija korisnicima u cijeloj bibliotečkoj mreži na području Tuzlanskog kantona.

Data shown on the left side of the graph shows numerical representation of libraries in Tuzla Canton, while data on the right side shows numerically and percentually how many libraries, within their classification, are in the COBISS system. The share of libraries that are fully integrated into the national library-information system, the share of partially included, and those libraries that are not yet connected is shown. Presentation in percentages enables quick comparison and identification of areas for improvement of cooperation, standardization of materials processing, and information availability to users across the entire library network in Tuzla Canton.

Tabela 4. Hronološki pregled uključivanja biblioteka u sistem COBISS
Table 4. Chronological Overview of Library Inclusion in COBISS System

Godina Year	Biblioteka Library	Tip Type
2011	Univerzitetska biblioteka University Library	Univerzitetska University
2018	JU Javna biblioteka "Alija Isaković" Gradačac PI Public Library "Alija Isaković" Gradačac	Javna Public
2018	Javna biblioteka Kladanj Public Library Kladanj	Javna Public
2018	JU Gradska biblioteka Lukavac PI City Library Lukavac	Javna Public
2018	Gradska biblioteka Srebrenik City Library Srebrenik	Javna Public
2018	Specijalna biblioteka "Behram-beg" Special Library "Behram-beg"	Specijalna Special
2023	Biblioteka istočne Bosne Library of Eastern Bosnia	Specijalna Special

Ako uporedimo prikupljene podatke s podacima umreženosti biblioteka na teritoriji cijele Bosne i Hercegovine, vidljivo je da je u sistem COBISS.BH uključeno 114 biblioteka, od čega 73 iz Federacije BiH. Kada je u pitanju Tuzlanski kanton u odnosu na ostale kantone, u COBISS sistem uključeno je najmanje biblioteka, naročito javnih.

Procjenjujući gap analizu Tuzlanski kanton, kao ekonomski razvijen i najmnogoljudniji kanton, paradoksalno ima najmanji procent biblioteka uključenih u nacionalni sistem. Ovo predstavlja značajan nedostatak u odnosu na druge kantone.

6.2. Finansiranje – poređenje sa standardima

Tabela 5. prikazuje ključne probleme bibliotečkih institucija, razvrstane po kategorijama: javne, specijalne i Univerzitetska biblioteka sa svojim organizacionim jedinicama. Problemi su klasifikovani kao: nedovoljna finansijska sredstva, nedovoljan stručni kadar, zastarjela tehnička oprema, neadekvatni prostorni uslovi i nepovezanost sa sistemom COBISS. Rezultati su iskazani u procentima, što omogućava usporedbu učestalosti pojedinih problema.

If we compare collected data with library network connectivity data across Bosnia and Herzegovina, it is visible that 114 libraries are included in the COBISS.BH system, of which 73 are from the Federation of Bosnia and Herzegovina. When it comes to Tuzla Canton compared to other cantons, the fewest libraries are included in the COBISS system, especially public ones.

Assessing the gap analysis, Tuzla Canton as an economically developed and most populous canton paradoxically has the smallest percentage of libraries included in the national system. This represents a significant deficiency compared to other cantons.

6.2. Financing – Comparison with Standards

Table 5. shows key problems of library institutions, classified by categories: public, special, and University library with its organizational units. Problems are classified as: insufficient financial resources, insufficient professional staff, outdated technical equipment, inadequate spatial conditions, and disconnection from the COBISS system. Results are expressed in percentages, which enables comparison of frequency of individual problems.

Tabela 5. Glavni problemi po kategorijama biblioteka
Table 5. Main Problems by Library Categories

Problem	Javne Public	Specijalne Special	Univerzitetske University
Nedovoljna finansijska sredstva / Insufficient financial resources	89%	33%	100%
Nedovoljan stručni kadar / Insufficient professional staff	78 %	0%	23%
Zastarjela tehnička oprema / Outdated technical equipment	67%	67%	54%
Neadekvatni prostorni uslovi / Inadequate spatial conditions	56%	67%	46%
Nije u sistemu COBISS / Not in COBISS system	56%	33%	0%

Pored tih problema, biblioteke na području Tuzlanskog kantona susreću se i s drugim problemima. Prema Pravilniku o uslovima za osnivanje biblioteka, jedan od ključnih problema javnih biblioteka proizilazi iz činjenice da se većina njih nalazi u sklopu centara za kulturu. Pravilnikom su definisane minimalne kvantitete knjižne i periodične građe koju svaka biblioteka treba posjedovati kako bi ispunila standarde rada, a to su minimum 15.000 knjiga za samostalnu biblioteku i 25 naslova periodičnih publikacija. Uprkos normiranim potrebama, Gradska biblioteka Čelić ima 12.968 bibliotečkih jedinica, što je ispod propisanog minimuma, a većina biblioteka ima nedovoljan budžet za nabavku bibliotečke građe.

Finansiranje je neadekvatno posebno u bibliotekama u sastavu kulturnih centara, gdje se sredstva raspoređuju na nivou cijele ustanove. Upravo u cilju poštovanja i pravnog okvira, odnosno odredbe člana 17. Zakona o bibliotečkoj djelatnosti TK, te drugih važećih zakonskih i podzakonskih akata, biblioteke moraju da djeluju kao samostalne institucije.

6.3. Stručni kadar

Nedostatak stručnog kadra definisan je također kao jedan od ključnih problema unutar biblioteka u Tuzlanskom kantonu. Zabilježen je nedovoljan broj bibliotekara s odgovarajućom stručnom spremom i položenim stručnim ispitom.

6.4. Tehnička infrastruktura

Zastarjela oprema i nedovoljna informatička infrastruktura otežavaju modernizaciju bibliotečkih procesa. U međunarodnoj praksi standardi IFLA-e preporučuju 2–3% lokalnog budžeta za biblioteke, dok biblioteke u Tuzlanskom kantonu rade sa značajno manjim izdvajanjima.

Generalno, kombinacija svih ovih faktora ukazuje na potrebu za sistemskim rješavanjem i unapređenjem bibliotečke mreže, uz poštivanje pravnog okvira i primjenu profesionalnih standarda, kako bi biblioteke mogle kvalitetno služiti svojim korisnicima.

6.5. Historijski kontekst nadzora

U dosadašnjem radu Službe za matične poslove i razvoj bibliotekarstva JU Narodna i univerzitetska biblioteka "Derviš Sušić" Tuzla nije primjenjivan ovakav pristup stručnom nadzoru. Uglavnom su to bile posjete iza kojih nije postojao nikakav pisani trag u smislu službenog evidentiranja zatečenog stanja.

In addition to the stated problems, libraries in Tuzla Canton face other problems. According to the Rulebook on Conditions for Establishing Libraries, one of the key problems of public libraries arises from the fact that most of them are located within culture centers. The Rulebook defines minimum quantities of book and periodical materials that each library should possess to meet work standards, namely a minimum of 15,000 books for an independent library and 25 periodical publication titles. Despite standardized needs, City Library Čelić has 12,968 library units, which is below the prescribed minimum, and most libraries have insufficient budget for acquisition of library materials.

Financing is inadequate especially in libraries within culture centers where funds are distributed at the level of the entire institution. Precisely to respect the legal framework, namely the provision of Article 17 of the Law on Library Activity of TK, and other applicable legal and regulatory acts, libraries must operate as independent institutions.

6.3. Professional Staff

Lack of professional staff is also defined as one of the key problems within libraries in Tuzla Canton. An insufficient number of librarians with appropriate professional qualifications and passed professional examination was recorded.

6.4. Technical Infrastructure

Outdated equipment and insufficient IT infrastructure hinder modernization of library processes. In international practice, IFLA standards recommend 2–3% of local budget for libraries, while libraries in Tuzla Canton operate with significantly smaller allocations.

Generally, the combination of all these factors indicates the need for systematic resolution and improvement of the library network, with respect for the legal framework and application of professional standards, so that libraries can serve their users with quality.

6.5. Historical Context of Supervision

In the previous work of the Department for Coordinating Library Services and Library Development of PI National and University Library "Derviš Sušić" Tuzla, such an approach to professional supervision was not applied. These were mostly visits after which there was no written trace in terms of official recording of the found situation.

7. Preporuke za unapređenje

Nakon analize postojećeg stanja i istraživanja, a u cilju poboljšanja rada, efikasnosti i kvalitete bibliotečkog procesa, bilo je nužno dati konkretne, praktične i ostvarive prijedloge, prvenstveno definisane kroz hitne intervencije.

7.1. Hitne intervencije (u vremenskom periodu od šest mjeseci) za javne biblioteke

1. Potrebno je riješiti statusna pitanja kroz osamostaljivanje biblioteka koje su u sastavu kulturnih centara u skladu s odredbama člana 17. Zakona o bibliotečkoj djelatnosti TK.

2. Osigurati kadrovski minimum te tako u Gradskoj biblioteci Čelić hitno zaposliti minimalno tri stručna bibliotekara, a za sve biblioteke primijeniti obavezu polaganja stručnih ispita za postojeće zaposlenike.

3. Omogućiti pristupnice COBISS-u, jer voditelji javnih biblioteka pokazuju interes za uključivanje u sistem COBISS.BH ukoliko bi se obezbijedila sredstva za kontinuirano finansiranje.

U Javnim bibliotekama u Banovićima, Gračanici i Kalesiji potrebno je osigurati provođenje konkretnih mjera aktiviranjem postojećih pristupnica ovom sistemu. Bibliotekama u Čeliću i Živinicama trebalo bi omogućiti potpisivanje novih ugovora za pristup sistemu COBISS kao novim članicama, a kako bi se osigurala finansijska podrška cijelom sistemu, obezbijediti finansijska sredstava na godišnjem nivou za članstvo u sistemu i omogućavanje korištenje programa.

7.2. Hitne intervencije (u vremenskom periodu od šest mjeseci) za specijalne biblioteke

Za biblioteku Univerzitetskog kliničkog centra Tuzla kao specijalnu biblioteku od značaja bi bio pristup sistemu COBISS. Taj značaj se prvenstveno ogleda u otvaranju fondova za široku istraživačku zajednicu. Prof. dr. Ervin Alibegović, pomoćnik direktora Sektora za nastavu i naučno-istraživački rad, prepoznao je prednosti sistema COBISS kao i njegov značaj. Postoje nastojanja da se plan realizira u 2025. godini te da ova specijalna biblioteka postane članica bibliotečko-informacionog sistema COBISS/BH, kao treća specijalna biblioteka na području Tuzlanskog kantona.

7.3. Srednjoročne mjere (u vremenskom periodu 6–24 mjeseca)

Srednjoročne mjere omogućiće postizanje stabilnih rezultata i povezivanje kratkoročnih aktivnosti s dugoročnom strategijom.

7. Recommendations for improvement

After analysis of the existing situation and research, with the aim of improving work, efficiency, and quality of the library process, it was necessary to provide concrete, practical, and achievable proposals, primarily defined through urgent interventions.

7.1. Urgent interventions (within six months) for public libraries

1. It is necessary to resolve status issues through independence of libraries that are within culture centers in accordance with the provisions of Article 17 of the Law on Library Activity of TK.

2. Ensure staffing minimum, and thus in City Library Čelić urgently employ a minimum of three professional librarians, and for all libraries apply the obligation to pass professional examinations for existing employees.

3. Enable COBISS access agreements, because public library managers show interest in joining the COBISS.BH system if funds for continuous financing were secured.

In Public Libraries in Banovići, Gračanica, and Kalesija, it is necessary to ensure implementation of specific measures by activating existing access agreements to this system. Libraries in Čelić and Živinice should be enabled to sign new contracts for access to the COBISS system as new members, and to ensure financial support for the entire system, provide financial resources at the annual level for system membership and enable use of the program.

7.2. Urgent interventions (within six months) for Special Libraries

For the library of the University Clinical Center Tuzla as a special library, access to the COBISS system would be significant. This significance is primarily reflected in opening collections to the broader research community. Prof. Dr. Ervin Alibegović, Assistant Director of the Sector for Teaching and Scientific Research Work, recognized the advantages of the COBISS system as well as its significance. There are efforts to realize the plan in 2025 so that this special library becomes a member of the COBISS/BH library-information system, as the third special library in Tuzla Canton.

7.3. Medium-term Measures (within 6–24 months)

Medium-term measures will enable achievement of stable results and connection of short-term activities with long-term strategy.

1. Kantonalna strategija bibliotečkog razvoja – Neophodna su sistemska rješenja kroz Kantonalnu strategiju bibliotečkog razvoja: izradu petogodišnje strategije (2025–2030), definisanje standarda za Tuzlanski kanton i koordinaciju između lokalnih uprava.

2. Finansijski instrumenti – Kako je neophodna finansijska podrška za realizaciju unapređenja, neophodni su finansijski instrumenti, prvenstveno Kantonalni fond za biblioteke, koji će omogućiti centralizovanu podršku za članarine u COBISS-u, sufinansiranje kroz udružena kantonalna sredstva i sredstva lokalne zajednice te projektno finansiranje za infrastrukturni razvoj.

3. Kontinuirano obrazovanje – Obrazovanje bibliotekara od presudnog je značaja za kvalitet bibliotečkih usluga, razvoj informacionog društva i očuvanje kulturne baštine. Bez stalnog učenja biblioteke bi ostale na nivou skladišta knjiga, a ne savremenih centara značaja i kulture. Potrebno je omogućiti COBISS edukacije, odnosno obuke bibliotekara, stručne seminare kroz redovne cikluse usavršavanja uz mentorski program, gdje učešće uzimaju iskusniji bibliotekari kao mentori/predavači.

4. Tehnološka modernizacija – Tehnološka modernizacija je također od suštinskog značaja za biblioteke jer omogućava brži pristup informacijama, efikasno upravljanje fondom, inovativne usluge i održava relevantnost biblioteka u digitalnom društvu. Neophodno je osigurati digitalnu infrastrukturu, standardizovanu IT opremu, implementaciju segmenta programa COBISS/Pozajmica u svim članskim bibliotekama, omogućiti online uslugu kroz razvoj digitalnih servisa, realizirati uključivanje biblioteka u sistem COBISS kroz obezbjeđivanje godišnjih članarina, organizirati edukacije bibliotekara kroz kurseve COBISS, uspostaviti zavičajne zbirke u skladu sa Zakonom o bibliotečkoj djelatnosti, ispraviti nepravilnosti u vođenju inventarnih knjiga, povećati budžetska sredstava za nabavku bibliotečke građe, zaposliti dodatni stručni kadar, modernizirati tehničku opremu i implementirati module COBISS/Katalogizacija i COBISS/Pozajmica.

7.4. Dugoročne mjere (u vremenskom periodu 2–5 godina)

1. Jedinstvena kantonalna mreža biblioteka – Umrežavanje biblioteka značilo bi povezivanje više biblioteka putem tehničkih, organizacionih i informacionih sistema kako bi biblioteke mogle dijeliti resurse i baze podataka, omogućile zajednički pristup korisnicima i razmjenjivale informacije, stručna iskustva i inovacije. Umrežavanje biblioteka bilo

1. Cantonal Strategy for Library Development: Systemic solutions are necessary through a Cantonal Strategy for Library Development: development of a five-year strategy (2025–2030), definition of standards for Tuzla Canton, and coordination between local administrations.

2. Financial Instruments: As financial support is necessary for realization of improvements, financial instruments are necessary, primarily a Cantonal Fund for Libraries that will enable centralized support for COBISS memberships, co-financing through combined cantonal funds and local community funds, and project financing for infrastructure development.

3. Continuous Education: Librarian education is of crucial importance for quality of library services, development of information society, and preservation of cultural heritage. Without continuous learning, libraries would remain at the level of book warehouses, rather than contemporary centers of importance and culture. It is necessary to enable COBISS education, i.e., librarian training, professional seminars through regular improvement cycles, with a mentorship program where more experienced librarians participate as mentors/instructors.

4. Technological Modernization: Technological modernization is also of essential importance for libraries because it enables faster access to information, efficient collection management, innovative services, and maintains library relevance in digital society. It is necessary to ensure digital infrastructure, standardized IT equipment, implementation of the COBISS/Circulation program segment in all member libraries, enable online services through development of digital services, realize inclusion of libraries in the COBISS system through provision of annual memberships, organize librarian education through COBISS courses, establish local heritage collections in accordance with the Law on Library Activity, correct irregularities in keeping inventory books, increase budget funds for acquisition of library materials, employ additional professional staff, modernize technical equipment, and implement the COBISS/Cataloging and COBISS/Circulation modules.

7.4. Long-term Measures (within 2–5 years)

1. Unified Cantonal Library Network: Library networking would mean connecting multiple libraries through technical, organizational, and information systems so that libraries can share resources and databases, enable joint access to users, and exchange information, professional experiences, and innova-

bi od suštinskog značaja za povećanje dostupnosti resursa, smanjenja troškova, podršku istraživanju i obrazovanju, lakšu razmjenu iskustava i jaču društvenu ulogu biblioteka. Stoga je potrebno osigurati potpunu stopostotnu integraciju u nacionalnu bibliotečku mrežu, izraditi zajednički katalog preko 500.000 bibliografskih zapisa i uspostaviti međubibliotečka pozajmicu koja će biti funkcionalna na svim nivoima.

2. Infrastrukturni razvoj – Biblioteke bez savremene infrastrukture teško mogu pratiti savremene trendove i ispunjavati profesionalne standarde. Samo na osnovu razvijene infrastrukture omogućiće se efikasan rad, bolji pristup korisnicima, digitalizacija očuvanja građe i održavanje profesionalnih standarda. U tom kontekstu potrebno je izgraditi – formirati nove bibliotečke objekte prema demografskim potrebama, a na postojećima, tamo gdje je to neophodno, osigurati rekonstrukciju u vidu usklađivanja sa standardima pristupačnosti. Svrsishodno je i formiranje digitalne biblioteke kroz razvoj lokanih digitalnih kolekcija.

3. Obrazovanje i kultura – Obrazovne institucije i biblioteke su neraskidivo povezane jer dijele isti cilj, a to je obrazovanje, razvoj znanja i izgradnja kulturnih vrijednosti društva. Biblioteke nisu samo mjesta za posuđivanje knjiga nego i kulturne i obrazovne ustanove koje dopunjuju i jačaju rad škola. U tom kontekstu, biblioteke zajedno s obrazovnim institucijama čine centre za čitanje, zbog čega je neophodno raditi na promociji čitanja, kritičkog mišljenja i ljubavi prema knjizi. Uključivanje biblioteka u projektnu nastavu omogućilo bi intenzivnu saradnju koja bi iznjedrila inovativne programe, a sve u cilju razvoja kulturnog identiteta zajednice, te dugoročno razvila neku vrstu kulturnog turizma, odnosno integrisala biblioteke u turistička kretanja.

Ukoliko tabelarno prikažemo korake provedbe plana, moguće je vidjeti praktičan alat za planiranje i praćenje realizacije strategija i projekata, koji nam jasno pokazuje ko je odgovoran za poduzimanje određenih mjera, u kojem vremenskom periodu i s kojim raspoloživim resursima.

7.5. Implementaciona matrica

Uspješna realizacija identifikovanih preporuka zahtijeva sistemski pristup s jasno definisanim odgovornostima i vremenskim okvirima. Implementaciona matrica predstavlja strateški instrument koji transformiše dijagnostička saznanja u konkretne, mjerljive akcije sa specifičnim rokovima, odgovornim subjektima i procjenama potrebnih resursa. Matrica je strukturirana u tri faze (Tabela 6): hitne

tions. Library networking would be of essential importance for increasing resource availability, reducing costs, supporting research and education, easier exchange of experiences, and stronger social role of libraries. Therefore, it is necessary to ensure complete one hundred percent integration into the national library network, create a joint catalog of over 500,000 bibliographic records, and establish interlibrary lending that will be functional at all levels.

2. Infrastructure Development: Libraries without contemporary infrastructure can hardly follow contemporary trends and meet professional standards. Only developed infrastructure will provide efficient work, better user access, digitization of materials preservation, and maintenance of professional standards. In this context, it is necessary to build, i.e. form new library facilities according to demographic needs, and at existing ones, where necessary, ensure reconstruction in the form of alignment with accessibility standards. It is also purposeful to form a digital library through development of local digital collections.

3. Education and Culture: Educational institutions and libraries are inextricably linked because they share the same goal, which is education, knowledge development, and building cultural values of society. Libraries are not only places for borrowing books, but also cultural and educational institutions that complement and strengthen the work of schools. In this context, libraries together with educational institutions form reading centers, which is why it is necessary to work on promoting reading, critical thinking, and love of books. Including libraries in project-based teaching would enable intensive cooperation that would yield innovative programs, all with the aim of developing the cultural identity of the community, and in the long term develop some form of cultural tourism, i.e. integrate libraries into tourist movements.

If we present the implementation plan steps in tabular form, it is possible to see a practical tool for planning and monitoring realization of strategies and projects, which clearly shows us who is responsible for taking certain measures, in what time period, and with what available resources.

7.5. Implementation Matrix

Successful realization of identified recommendations requires a systematic approach with clearly defined responsibilities and timeframes. The implementation matrix represents a strategic instrument that transforms diagnostic findings into concrete, measurable actions with specific deadlines, respon-

intervencije za rješavanje najkritičnijih problema (6 mjeseci), srednjoročne mjere za stabilizaciju sistema (6–24 mjeseca) i dugoročne aktivnosti za održivi razvoj (2–5 godina). Ovakav pristup omogućava racionalnu alokaciju resursa, fazno planiranje aktivnosti i kontinuirano praćenje napretka u transformaciji bibliotečke mreže Tuzlanskog kantona.

sible entities, and resource estimates. The matrix is structured in three phases (Table 6): urgent interventions to resolve the most critical problems (6 months), medium-term measures for system stabilization (6–24 months), and long-term activities for sustainable development (2–5 years). Such an approach enables rational resource allocation, phased activity planning, and continuous progress monitoring in the transformation of Tuzla Canton's library network.

Tabela 6. Implementaciona matrica
Table 6. Implementation Matrix

Prioritet **Priority**	**Mjera** **Measure**	**Odgovorni** **Responsible**	**Rok** **Deadline**	**Budžet (procjena)** **Budget (estimate)**
HITNO URGENT	Osamostaljivanje biblioteka Library independence	Lokalne uprave Local governments	6 mjeseci 6 months	Administrativni trošak (bez dodatnih finansijskih izdavanja) Administrative cost (no additional financial expenditure)
HITNO URGENT	COBISS pristupanje (5 biblioteka) COBISS access (5 libraries)	Biblioteke i nadležno Ministarstvo TK Libraries and responsible Ministry of TK	12 mjeseci 12 months Approx.	Cca 15.000 KM (3.000 KM po biblioteci godišnje) Approx. 15,000 KM (3,000 KM per library annually)
HITNO URGENT	Kadrovski minimum Staffing minimum	Lokalne uprave Local governments	18 mjeseci 18 months	Cca 54.000 KM godišnje po biblioteci (bruto), zbirno 180.000 KM godišnje (3–4 biblioteke) Approx. 54,000 KM annually per library (gross), total 180,000 KM annually (3–4 libraries)
HITNO URGENT	IT oprema za COBISS/Pozajmica IT equipment for COBISS/ Lending	Biblioteke Libraries	24 mjeseca 24 months	Cca 50.000 KM (računari, printeri, mrežna oprema, softver) Approx. 50,000 KM (computers, printers, network equipment, software)
POTREBNO URGENT	Izrada Kantonalne strategije bibliotečkog razvoja (2025–2030) Development of Cantonal Library Development Strategy (2025–2030)	Nadležno ministarstvo + Matična biblioteka Responsible ministry + Coordinating library	12 mjeseci 12 months	Cca 10.000 KM (radna grupa, konsultacije, publikacije) Approx. 10,000 KM (working group, consultations, publications)

(Napomena: cifre su indikativno procijenjene)

8. Zaključak

Stručni nadzor je pokazao da bibliotečka mreža Tuzlanskog kantona ima značajan potencijal, ali da se suočava sa sistemskim problemima koji ograničavaju njen razvoj i kvalitet usluga. Ključni izazov predstavlja nedovoljna finansijska podrška i spora implementacija savremenih bibliotečkih sistema.

Uspješno rješavanje identifikovanih problema zahtijeva koordiniran pristup svih relevantnih aktera – od osnivača biblioteka do nadležnih ministarstava. Posebnu pažnju treba posvetiti procesu uključivanja biblioteka u sistem COBISS, što predstavlja osnovni preduslov za modernizaciju bibliotečkih usluga.

8. Conclusion

Professional supervision has shown that the library network of Tuzla Canton has significant potential, but faces systemic problems that limit its development and service quality. The key challenge is insufficient financial support and slow implementation of contemporary library systems.

Successful resolution of identified problems requires a coordinated approach by all relevant actors—from library founders to relevant ministries. Special attention should be paid to the process of including libraries in the COBISS system, which represents the basic prerequisite for modernization of library services.

Rezultati ovog istraživanja otkrivaju sliku koja kombinuje značajne potencijale sa sistemskim izazovima. Rezultati dobijeni stručnim nadzorom mogu poslužiti kao osnova za kreiranje strateškog plana razvoja bibliotečke djelatnosti u kantonu i donošenje konkretnih mjera za poboljšanje postojećeg stanja.

U konačnici, mogu se sumirati ključni zaključci:

1. Ostvaren metodološki uspjeh – Nova metodologija stručnog nadzora s formalizovanim zapisnicima i konkretnim preporukama pokazala se kao efikasan instrument za dijagnostikovanje stanja i pokretanje promjena.

2. Fragmentirana informatizacija – Samo 44% javnih biblioteka koristi sistem COBISS, što predstavlja glavnu prepreku za uspostavljanje jedinstvenog bibliotečko-informacionog sistema kantona propisanog zakonom.

3. Statusna neusklađenost pokazuje da 55% javnih biblioteka radi u sastavu kulturnih centara, što krši zakonske odredbe i ograničava njihov razvoj.

4. Kadrovska neusklađenost iskazana je kroz problem značajnog broja biblioteka koje nemaju adekvatnu kadrovsku strukturu, pri čemu Gradska biblioteka Čelić uopšte nema stručno bibliotečko osoblje.

U prioritetnom djelovanju potrebno je omogućiti osamostaljivanje biblioteka i zadovoljiti kadrovski minimum. Neophodno je uspostaviti masovno uključivanje u sistem COBISS, kao i sistemsku strategiju bibliotečkog razvoja. Gledano dugoročno, biblioteke Tuzlanskog kantona imaju potencijal da postanu moderna, korisno orijentisana informaciona središta koja će podržati obrazovni, kulturni i privredni razvoj kantona. Ovaj potencijal može se realizovati kroz: koordiniranu aktivnost svih relevantnih aktera, adekvatno finansiranje bibliotečke djelatnosti, poštovanje zakonskog okvira i međunarodnih standarda i kontinuirani monitoring i evaluaciju napretka.

Ovaj stručni rad, kao zaključna poruka, treba da bude katalizator za transformaciju bibliotečke djelatnosti Tuzlanskog kantona iz fragmentiranog sistema u koherentnu, modernu mrežu informacionih institucija. Uspjeh ove transformacije zavisi od političke volje, finansijske podrške i profesionalnog angažovanja svih uključenih strana, dok će idući korak u unapređenju sistema biti uspostavljanje godišnjeg ciklusa stručnog nadzora koji će pratiti implementaciju preporuka i obezbijediti kontinuirano poboljšanje kvaliteta bibliotečkih usluga.

The results of this research reveal a picture that combines significant potential with systemic challenges. The results obtained through professional supervision can serve as a basis for creating a strategic plan for library activity development in the canton and adopting specific measures to improve the existing situation.

Ultimately, key conclusions can be summarized:

1. Methodological Success Achieved: The new methodology of professional supervision with formalized minutes and concrete recommendations has proven to be an efficient instrument for diagnosing the situation and initiating changes.

2. Fragmented Informatization: Only 44% of public libraries use the COBISS system, which represents the main obstacle to establishing a unified library-information system of the canton prescribed by law.

3. Status Non-compliance shows that 55% of public libraries operate within culture centers, which violates legal provisions and limits their development.

4. Staffing Non-compliance is expressed through the problem of a significant number of libraries that do not have adequate staffing structure, with City Library Čelić having no professional library staff at all.

In priority action, it is necessary to enable library independence and satisfy staffing minimum. It is necessary to establish mass inclusion in the COBISS system, as well as a systemic strategy for library development. Looking long-term, libraries of Tuzla Canton have the potential to become modern, user-oriented information centers that will support the educational, cultural, and economic development of the canton. This potential can be realized through: coordinated activity of all relevant actors, adequate financing of library activity, respect for the legal framework and international standards, and continuous monitoring and evaluation of progress.

This professional work, as a concluding message, should be a catalyst for transformation of library activity of Tuzla Canton from a fragmented system into a coherent, modern network of information institutions. The success of this transformation depends on political will, financial support, and professional engagement of all involved parties, while the next step in system improvement will be establishing an annual cycle of professional supervision that will monitor implementation of recommendations and ensure continuous improvement of library service quality.

Popis korištenih skraćenica

BKC – Bosanski kulturni centri

CK – Centar za kulturu

CKI – Centar za kulturu i informisanje

COBISS (Co-operative Online Bibliographic Systems and Services) – Kooperativni online bibliografski sistem i servisi)

IFLA (International Federation of Library Associations and Institutions) – Međunarodna federacija bibliotečkih udruženja i institucija

UNESCO (United Nations Educational, Scientific and Cultural Organization) – Organizacija Ujedinjenih nacija za obrazovanje, nauku i kulturu

List of used abbreviations

BKC – Bosnian Cultural Centers

CK – Culture Center

CKI – Center for Culture and Information

COBISS – Co-operative Online Bibliographic Systems and Services

IFLA – International Federation of Library Associations and Institutions

UNESCO – United Nations Educational, Scientific and Cultural Organization

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