



Národní knihovna
České republiky
National Library
of the Czech Republic

The National Library of the Czech Republic Development Strategy for 2024 - 2027



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Czech Libraries = The densest network of libraries in Europe

European Union

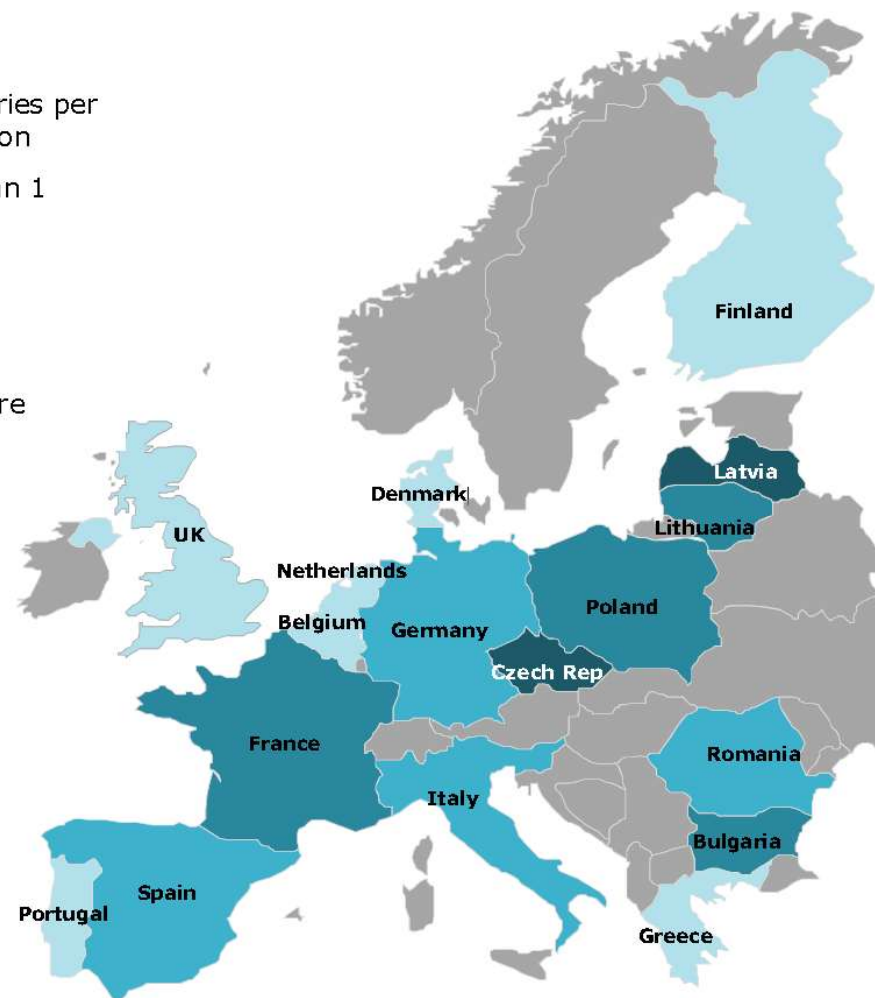
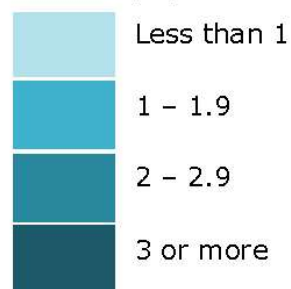
63 000 public libraries

1,3 public libraries / 10 000 inhabitants

Czech Republic

5,7 public libraries / 10 000 inhabitants

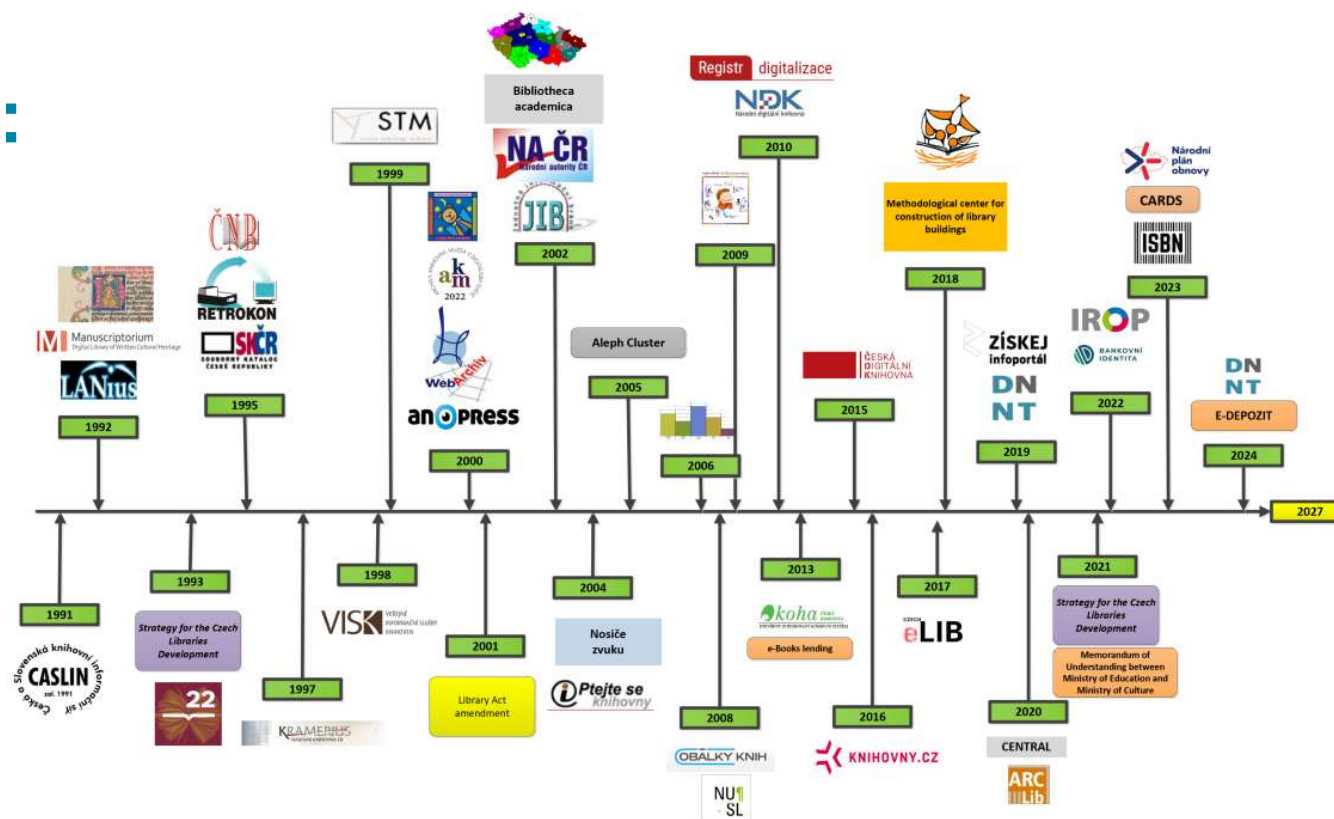
Number of libraries per
10,000 population





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Czech Libraries: Milestones after 1990





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The Policies for the Development of Libraries in the Czech Republic

2004 - 2010 | The Strategy for the Development of the Czech libraries for the period from the 2004 to 2010.

2011 - 2015 | The Strategy for the Development of the Czech libraries for the period from the 2011 to 2015.

2017 - 2020 | The Strategy for the Development of the Czech libraries for the period from the 2017 to 2020.

2021 - 2027 | The Strategy for the Development of the Czech libraries for the period from the 2021 to 2027.

All the policies have been approved by the Government of the Czech Republic.



<https://ipk.nkp.cz/legislativa/koncepce-strategie-deklarace>



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Strategic planning is a creative process in the course of which the ground visions of the organization are being formed, objectives and strategies are being defined, as well as procedures leading to the real implementation of the proposed intentions.



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Strategy planning is about...

Discussion?

Finding compromises?

Defining visions?

Motivation?

Exploring?

TEAMWORK!





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Why does it make sense for the National Library of the Czech Republic to have its own strategy...

1. **A transparent report about the state of art of the National Library of the Czech Republic today and visions, where it wants to be in 2027.** It is aiming to the Ministry of Culture, Czech and foreign libraries, for our users and researchers, for the management of culture heritage institutions and their employees, for the public, politicians and potencial sponsors.
2. **A precise description of what the National Library of the Czech Republic wants, what it will do** and what it prioritizes, but also where it doesn't see its priorities and what it doesn't want to do and will not do, even if „other institutions" thinks so. **It is the act of a self-confident institution.**

Why does it make sense for the National Library of the Czech Republic to have its own strategy...

3. **An opportunity to promote itself and to increase the visibility of the institution** and possibly also to secure better funding.
4. **The making of the Strategy was not a task given from the Ministry of Culture**, but an effort of the management of the institution and its staff. The goal is not to make just the „Strategy“, but also **enjoy the making of and the way of its application**. The strategy and especially **its implementation is a joint task for all the library departments and employees**, which gives them the opportunity to get to know each other better, to talk about its current status and future life of the National Library of the Czech Republic.



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Work procedures / Key questions / Important decisions



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External Influences:

- **Rapid development of artificial intelligence (AI) and other technologies**
- **The changing nature of data (open data, smart data, linked data)**
- **Disinformation and information overload / fake news**
- **The collapse of the value anchor of society and growth of social barriers**
- **Internal and external political and economic situation**
- **Implementation of sustainable development goals**

Internal Influences:

- **Institutional economic sustainability**
- **The residential strategy**
- **Need for modernisation of internal agendas and processes**
- **Human resources**
- **Building internal industry self-confidence**
- **The staff mindsets barriers**

Strategic dilemmas influencing the creation of the strategy

1. **Construction of the new building for the National Library of the Czech Republic - yes or no?**
2. Data – is the **straightforward way to make existing data more searchable, more linked and more valuable** for marketing or invest more just in their production. **More data = higher value? Or not?**
3. Multi-source funding and opening the library to unexpected and unusual events that can raise more awareness to the organization and bring additional supporters to the library. **Where is the edge between the need for non-conventional events and the work comfort of internal library staff?**

Strategic dilemmas influencing the creation of the strategy

4. **Increasing investments in human resources will lead to the reductions in funding in other library activities.** What's more - **happy employees creating a positive atmosphere for satisfied users or keeping the budget for acquisition or collection management?** What will be the priority for spending in such a economically unstable times?
5. **Every National Library is a traditional and conservative institution**, where significant organizational changes and necessary modification of working procedures are not frequent, which logically implies clinging to stereotypes and resistance to change. **Where is the limit to the progressivity that can bring an exodus of many long-term employed staff?**



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Key Areas for the Development of the National Library of the Czech Republic

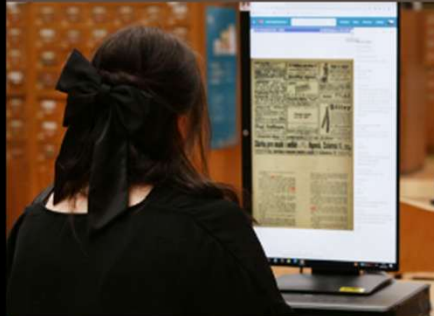
Permanent Preservation of National Cultural Heritage

in All its Forms



The Central Position

of the National Library
in the Czech Library System



Modern Services for Society



International Status

of the National Library
of the Czech Republic

Science and Research



Human Resources

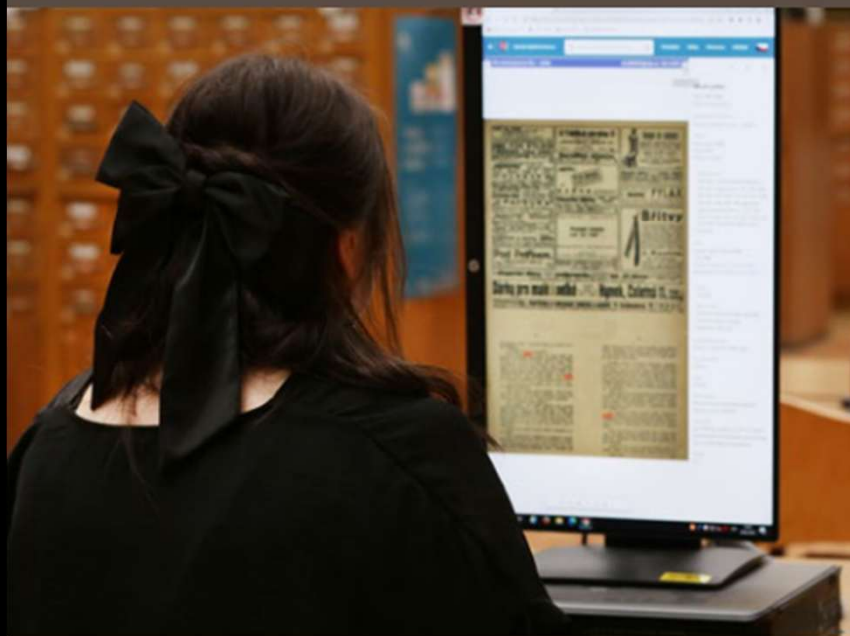


Digitisation and eData



Permanent Preservation of National Cultural Heritage

in All its Forms



Modern
Services
for Society

Long-term preservation of the national culture heritage in every single form

The **construction of the new building of the Central Depository in Prague is completed.**

The process of **systematic and mass digitization of library collections is still running**, which resulting to a significant **reduction in loans of the already digitised physical copies** to users.

The e-deposit of electronic publications is anchored in legislation.

The procedures for the acquisition, cataloguing, management, and long-term preservation of electronic documents are in every day practice.

Both the LTP system for digital content and Webarchive have adequate technical support and infrastructure and sufficient storage space that meets the recommendations for safe and secured data protection.





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The biggest achievements after two years

New depository building in Prague Hostivař – one of the largest investments in the modern history of the library, with an **expected opening in the middle of 2026**, new plans for collections management and making collections accessible (map and large format study room).

E-document policy / the National Library of the Czech Republic has prepared and negotiated all the documentation for the so-called Triple Revision of Library Laws, is continuously **testing and ensuring the operation of the necessary systems**, and is **concluding individual contracts** with publishers regarding electronic prints.

Systematic digitization of library collections – a new digitization strategy is available, **infrastructure is being modernized** in cooperation with the Moravian Library as part of National Recovery Plan projects.



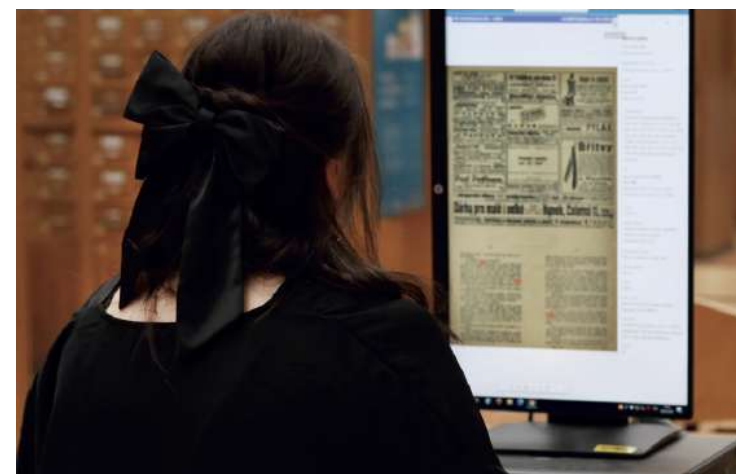
Modern services for an open society

The library is more open in its spaces (in organizing cultural or experimental events or by making spaces available for the general public to visit or use).

The **main library Open Services Hall is renovated**, including the construction of a new entrance to the library. Both library buildings has been awarded by the Handicap Friendly certificate.

A new e-navigation system is used for orientation both via interior and exterior of the library premises, which can be also used to promote services, events and resources of the library.

Library has a modern unified intuitive user interface that enables to browse physical, digitized and e-born documents and access digital collections in highly personalized and friendly interface.



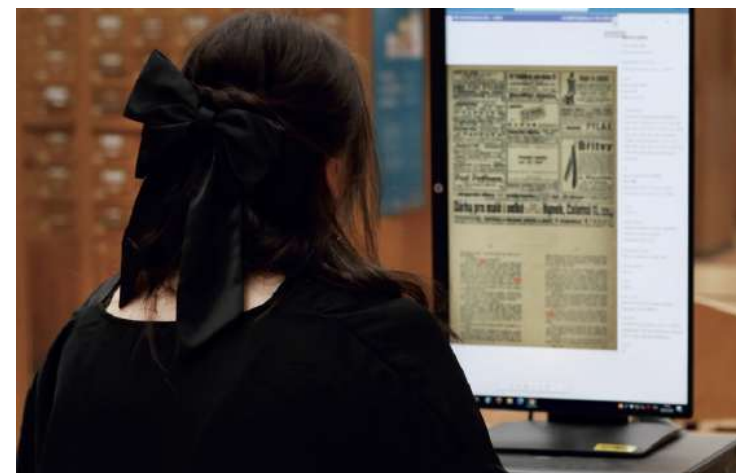
The biggest achievements after two years

The brand new intuitive navigation system implemented to build the complex new navigation system in the National Library of the Czech Republic premises, with the implementation of interactive elements.

RFID technology is implemented in the National Library of the Czech Republic premises (self-checkouts, delivery boxes, access gates, sorting machines etc.) and documents are being tagged.

Modernization of the library premises – improvement of the acoustic environment in the study rooms, introduction of stronger and more accessible Wi-Fi networks, renovation of Klementinum, preparation for the reconstruction of the Main Library Hall.

Opening Klementinum to the public – Clementinum has been successful in organizing many unexpected events, with more than 200.000 people visiting the Clementinum guided tour.



Science and Research



Digitisation and eData

Research & Development

National Library strengthen the position among other research organizations in Czech Republic in the areas of ground, applied and experimental research.

We have **expanded the dissemination and popularisation of the research results both between the professional and the wider public**. At home and also abroad.

Library made a **huge progress in providing a supportive environment for R&D, especially for young and promising scientists**. For their future growth and devoting their best efforts to research activities.

We are continuously **implementing the objectives set out in the Long-Term Development Strategy of the National Library of the Czech Republic for 2024-2028**.



The biggest achievements after two years

New projects funded by very prestigious scientific programs –

National Library participates in two HORIZON projects with prestigious global institutions (Oxford, Harvard), new OP III JAK projects, etc.

Achievement of significant R&D results – in addition to standard outputs (articles, exhibitions, software tools), acquisition of a patent for “Equipment and methods for the mechanical resistance of book bindings testing”.

Unique project to build a mobile unit for the preservation and conservation of written culture heritage, known as Ark I, was created within a year and handed over to Ukrainian partners to protect the local cultural heritage.

Organization of regular summer schools on medieval history – these prestigious international courses are held regularly every year at Klementinum.





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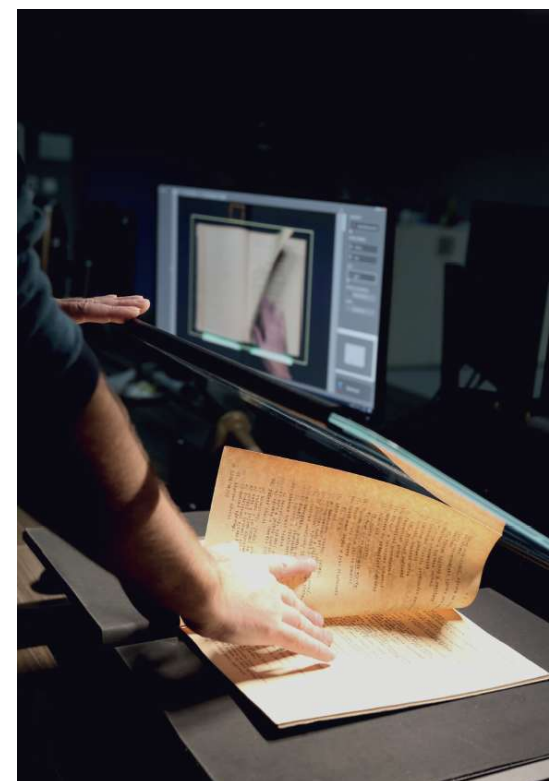
Digitization and eContent usability

Library constantly proceeds with the **digitization both of modern and historical collections according to the current institutional strategy** which is linked to the national digitisation strategy.

E-born documents have been fully implemented into the system of acquisition, processing, accessing and storing digital content. LTP system and all the digital libraries are functional and built on new HW and SW solutions.

National library is active in monitoring technological innovations. It prefers open-source tools and components in its solutions - but not exclusively. Where a commercial solution is fully functional, more efficient, more operational or more cost-effective, it will use it.

Library is an excellent facilitator in the integration of modern eGovernment services and the electronization of public administration into library services, including the electronic validation of identities.





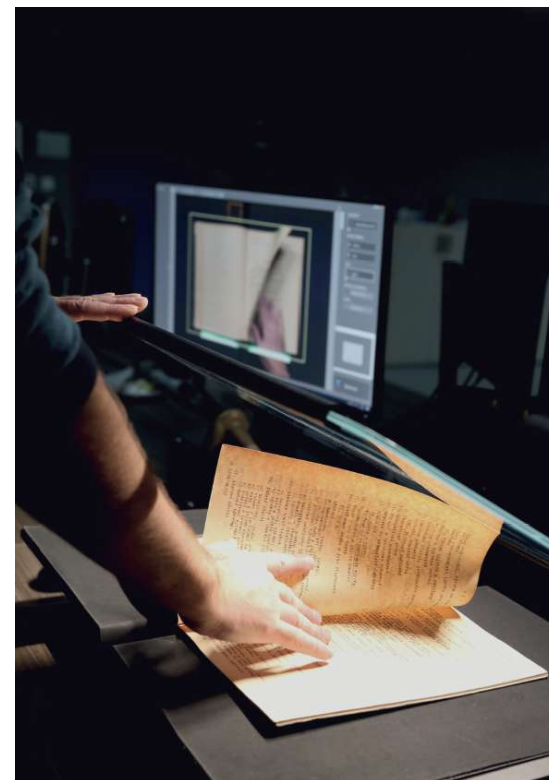
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The biggest achievements after two years

Preparations for so-called Library Big Bang are running – the National Library of the Czech Republic is preparing to change its library system, cataloguing description rules, and the metadata format of bibliographic data (complex analyses of the Union Catalogue, National Authorities, etc. are available).

New version of Manuscriptorium digital library – a new version of this digital library is available at <https://new.manuscriptorium.com/>.

Implementation of AI elements into the digitization line – the National Library of the Czech Republic, together with the Moravian Library and the Czech Academy of Sciences Library, are working on a number of projects concerning the implementation of AI into digitization processes.



The Central Position

of the National Library
in the Czech Library System



International Status

of the National Library
of the Czech Republic



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Central position of the National Library of the Czech Republic in the Czech library system

National Library significantly strengthened its role of the leader within Czech librarianship including the operational updates of multiple central systems and services for other Czech libraries including Union Catalogue, National Authorities, Ask you librarian service, ISBN agency etc.

Library has expanded its cooperation with professional associations, the GLAM sector and educational institutions in the Czechia and abroad. It has also intensified its **involvement in the advisory or executive bodies of various organizations**.

The **training system for our own staff and employees of other institutions has been modernized** in accordance with the requirements of the new professional practices.

Our **methodological guidelines are being transformed into a modern form using AI technology** (e. g. live chats and an AI-powered online Q&A service).



The biggest achievements after two years

Networking and deeper cooperation with universities in the area of information sciences and librarianship – the National Library of the Czech Republic has signed memorandums of cooperation with all major universities and uses these memorandums as the framework of intensive mutual cooperation.

New version of the Ask the Library service – a public contract is being implemented for a new version of this service, which will also serve as the basis for a new consultation environment for professional questions.

Open communication with other libraries – National Library communicates intensively at all levels of professional cooperation, publishes a new special newsletter for library professionals, intensified and deepened its presence at professional forums and training courses, and is working to promote central services.



International Status of the National Library of the Czech Republic

Strengthening the overall rating of the National Library of the Czech Republic as a prestigious and globally respected memory and educational institution.

Full integration into the international activities of state authorities and other institutions. **The National Library is the pillar of the cultural diplomacy of the country.**

National library organizes prestigious and well-rated international professional events - exhibitions, conferences, summits, workshops.

National Library staff members are wanted as the leaders of international working groups.



The biggest achievements after two years

The National Library of the Czech Republic is a **new member of the management of many professional organizations** – employees of the library are in the management of IFLA sections, T. Foltyn is a member of the CENL Executive Committee etc.

Organization of global professional events in Prague – a major Slavic studies congress was held, so as international symposium on early medieval history. The library is involved in the organization of EBLIDA 2026 and has submitted an application to co-organize the WolfCon, iPRES, and other conferences.

Increasing the role in so-called cultural diplomacy – the National Library of the Czech Republic is visited by important guests of international importance (visits by the Ukrainian presidential couple, the presidents of Lithuania and Bulgaria, a delegation from South Korea) **and raising awareness of the Czech Republic and Czech culture abroad.**



Human Resources





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Human resources

The National Library is undertaking various concrete steps to **create an employee-friendly climate** for existing staff and an attractive environment for new staff. **Investments in human resources are one of our top priorities.**

Our younger colleagues, including those with young children, **are important to us.** We do allow them to work part-time, we are operating internal kindergarten, organizing a summer camp, and seeking for other ways to help them **to balance family and work life.**

The library is able to deal with economic reality and is able to adequately and positively appreciate its staff. **The emphasis is also put on safety - both physical and psychological.**

The National Library supports its employees by providing further education both in their hard and in soft skills. This education is dynamic.





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The biggest achievements after two years

The National Library of the Czech Republic is changing its internal education strategy – six-month plans for educational activities, establishment of employee lecture series for other employees, external trainings focused on soft skills, transfer of new information from business trips.

Preparing and updating HR connected internal documents – a new internal communication strategy is available and a centralized working environment is being prepared for deployment, work rules are changing, care is being taken to ensure compliance with ethical rules and a new Code of Ethics.

New onboarding strategies – ongoing innovation of induction training and meetings with new employees, creation of electronic and physical welcome and information packages, job shadowing and workplace visits are being launched.



Visit the digital libraries developed by
the National Library of the Czech Republic



Manuscriptorium

Digital library of historical texts, manuscripts,
old prints, and maps. The result of the cooperation
of over 200 European institutions.



National Digital Library

Access to modern newspapers, magazines, books, and
audio documentaries. For entertainment and education.



Webarchive

Archive of the Czech Internet. Collects web
resources published on the World Wide Web.



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We're Creating a Library.
The National Library!
Together!

www.nkp.cz

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