1. Management of the library

The mission of Biblioteca Nacional (National Library of Portugal) is to collect, process and preserve the national bibliographic heritage, in its multiple forms and media thus ensuring the continuing access to researchers and a long-term preservation for future generations.
BN performs a range of services, both on site and for distant users, in order to satisfy their needs in terms of information, research and cultural fruition, in accordance with the objectives of the Information and Knowledge Society. In this context, BN is responsible for the National Bibliography and for the Union Catalogue of Portuguese Libraries – PORBASE.

In order to accomplish its mission, BN has set the following strategic goals:

a) – To develop the collections in the most comprehensive way, through legal deposit, donations and purchase.

b) – To act as a centre of excellence in librarianship, preservation and conservation and new information technologies.

c) – To continuously improve its services, management and evaluation processes, taking in consideration not only the needs and expectations of researchers and of users in general (on site and at distance) but also the motivation and satisfaction of its staff.

d) – To disseminate and promote the nation’s written heritage and BN services among the cultural and scientific communities, in Portugal and abroad.

2. Handling of electronic publications and formats

There is no legislation on the subject and BN is developing a service for voluntary deposit and selective deposit.

In terms of voluntary deposit, a service for the deposit of thesis and dissertations was established during the course of this year, following a pilot project.

Through the establishment of partnerships with universities and the Ministry of Science and Higher Education, BN is also preparing a group of other voluntary deposit services to be released as a prototype during 2004. The involvement of public administration services and commercial publishers aims at the voluntary deposit of digital versions of printed works.

These services are developed using a software system named DEPTAL, under the responsibility of BN. It will be released as open source early 2005 (it is fully developed in JAVA, working with any kind of standard ODBC database management system, and is especially prepared for multilingual flexibility).

As for the selective deposit, a new service for the harvesting of on-line selected resources is being tested at this moment. The architecture is similar to PANDAS, developed by the National Library of Australia. It can also accommodate multiple complementary tools and techniques for the harvesting or copy of the resources, such as HTTRACK, RSYNC, etc.

BN is also a testing member of the LOCKSS network, promoted by Stanford University for the deposit of scientific journals.

3. Funding
The budget of BN, including staff and current expenses, projects and revenues has been the same since 2000, with the exception of 2002 when the budget for projects was reduced in 50%. In 2003 the total amount of these three categories was 8,231,012 Euros.

Budget for projects (designated PIDDAC) was authorized rather late during the year which consequently delayed the possibility of full accomplishment. In accordance with strategic priorities previously defined, PIDDAC was spent as follows:

<table>
<thead>
<tr>
<th>Category</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Information technology, networks and Digital Library</td>
<td>1,006,680 Euros</td>
</tr>
<tr>
<td>Preservation, Conservation and Restoration</td>
<td>272,716 Euros</td>
</tr>
<tr>
<td>Acquisitions</td>
<td>263,384 Euros</td>
</tr>
<tr>
<td>Building and equipments</td>
<td>252,194 Euros</td>
</tr>
<tr>
<td>Cultural activities</td>
<td>115,629 Euros</td>
</tr>
</tbody>
</table>

For 2004, the budget was approximately the same as in 2003: 5,798,682 Euros for staff and current expenses and 2,150,000 for projects (PIDDAC), which also requires careful financial management and constant evaluation of priorities, in order to avoid debts.

As of July 2004, around 65% of the budget was already spent and a range of activities mostly concerning (1) developments in the Digital Library (2) advances in networking and system development (3) production of sound books and books in Braille (4) acquisition of current and retrospective bibliography and manuscripts (5) microfilming and current binding, are successfully undergoing.

4. Legislation

No major changes in legislation affecting BN. As a result of the former Prime-Minister election for UE presidency, a new government was established in July 2004 and a new Minister for Culture was appointed.

5. Building

One of the major problems identified by users and staff of the library was the ill use of parking facilities by people not related to the library, because it is free of charge. During the course of the year, a system to control access to parking will be installed in combination with a system to control access to the building and services.

These innovations will allow a fair use of the park (with paid access for readers, as a new feature and hence an increase on revenues) and a better control of people accessing the library venue and using our collections and services.

6. Staffing matters
6.1. The major problems in staffing matters are two: (1) lack of professionals in Librarianship, IT and P&C (2) legal restrictions in the admittance of new staff especially young people, thus leading to an average age of 50 years, among the library staff.

Although using all existing possibilities for contracting in Civil Service, still difficulties are felt especially in P&C Dept. and Information Technologies Dept.

6.2. In July 2003 the government announced a major change in management structures with the following goals: (1) quality management (2) development of staff skills and training programmes (3) new system for performance evaluation in Civil Service.

The new legislation was approved and BN organized training courses for 60 senior members of staff, especially in charge of services and including the Director and Deputy Director, to better prepare for the new management framework. Results will be visible next year.

6.3. BN is under the process of official recognition of its training courses in the areas of Librarianship, IT and P&C. Nevertheless, training activities have been undergoing since 1987 and, at the end of 2003, 305 courses had been lectured with a total of 5,825 attendees.

7. Information technology and networks

PORBASE – the Union Catalogue of Portuguese Libraries is hosted at BN in a Dynix-Horizon system. The database had (at the end of 2003) 1,223,938 bibliographic records, 1,071,467 authority records and 1,967,112 holdings records. The number of contributing libraries is 154.

Retrospective conversion of the general printed collection is accomplished with only minor corrections, duplicate detections and links to authority records still to be made.

A new release of Dynix-Horizon is currently being installed.

During the course of the year, new services on Internet were developed in order to enhance cooperation in the Union Catalogue: a service for searching in distributed Z 39.50 servers, a service for the resolution of identifiers, a pilot service OAI-PMH and a customized statistic service for individual databases.

8. The digital library

8.1. Technological infrastructure

BND is an initiative that emerged from the involvement of the National Library of Portugal in international cooperative projects. The challenge of developing new services and collections of digital resources is now faced by every national library and it constitutes a motivation for cooperation, technology reuse and service’s integration. The emerging requirement is interoperability with open standards and technology sharing.
BND will be totally operational by the end of 2004 with three simultaneous fronts: content creation, digital deposit and infrastructure building. NDL’s architecture is made to support services for deposit, registration, storage (for preservation and for access), resource discovery and access, all of this for a potentially large diversity of genres of objects (in size, type, technical characteristics, conditions of use, etc.).

Each digital object in BND must have a standard UNIMARC record available in PORBASE. Complex objects such as deposited or harvested groups “blogs” which normal cataloguing would not make immediately effective, will be registered in PORBASE at the collection level. Another component of this integrated architecture is the Name Resolving service. Each object on BND receives a URN which is the identifier registered in its available record on PORBASE. The resolving service is based on the PURL concept which ensures that the URL made for these objects will still be valid in the future.

Within BND’s framework there is the Repository composed by one for access (R-A) and another for persistency (R-P), both running in Lynux systems. R-A is developed around a framework using the LUSTRE file system. R-P is supported by two ARCO nodes, a solution for storage of large amounts of files and data. R-A is conceived for fast access and R-P for secure storage.

One of the services in the top of BND’s framework is the Deposit and Registration which supports the workflow for the verification, cataloguing (interfacing with PORBASE and the Name Resolving) and storage of objects (interfacing with the Repository).

All the objects sent to Repository are structured in METS which is the structural metadata format used in BND.

The service for Search and Browse includes an OPAC for the search in the digital collection (using PORBASE). It includes also a specific Content Index which provides full text indexing especially for the digitized objects structured in METS.

Finally, the Access services which include a User Workspace where registered users can maintain virtual collections made out of their own indexes of references for the objects and have other advanced services (e.g. order a virtual collection on a CD-ROM or DVD).

8.2. Contents

As mentioned in previous reports, BND’s contents comprise mostly digitised objects, from the National Library’s collections. In July 2004 BND contained around 170,000 images including relevant old printed books, manuscripts, maps, posters, engravings, printed and manuscript music and newspapers.

During this year, the new contents were mainly:

- Treasures of the National Library – a special on-line exhibition where every month a new treasure is being added
200 years of adventures’ literature – a virtual exhibition with favourite classic authors of adventure’s literature, especially Dumas (celebrating its bi-centenary)

Posters from the First World War – a virtual exhibition displaying the whole collection of the National Library

Portuguese Literary Archives – a special site where different Portuguese Modern and Contemporary Authors whose archives integrate the NL’s collections, can be available.

The site Memórias (Memories) has now an increase of 70,000 images of books, serials, music and posters. This project will be finished by the end of the year.

Recently a call for tender was issued with funding from the 2nd UE Framework Programme, in order to increase the digitisation project. We plan to have 300,000 images, mostly from 19th and early 20th century newspapers, literary and scientific magazines, but also from important and/or unique primary sources from the heritage collections.

The final choice of contents for BND is always made in consultation with the academic community.

8.3. The advisory role of the National Library of Portugal

BND has a flexible and integrated structure and the National Library provides guidance to libraries, archives, museums or other heritage institutions that have digitization projects, also by sharing with them the technological tools that are being developed. A number of cooperative and collaborative projects are already going on.

The National Library of Portugal has been recognized as a Centre for Excellence regarding digital contents.

9. Legal deposit of materials

The new legal deposit law is still not available. However, the final draft was presented to the Ministry of Culture, after one last revision made during 2004.

10. Acquisitions

The budgets available in 2003 and 2004 have proved to be sufficient for updating the collections with relevant foreign current bibliography and with retrospective items purchased to antiquarians, private collectors or auctioneers.

A strategic planning for acquisition policy was established with the aim of (1) evaluating the use of the purchased items or serials collections, (2) taking a more pro-active policy for acquisitions and more definitive priorities, (3) decision making by a commission constituted by representatives of different departments. The more outstanding purchased items were
Letters from Father António Vieira, a renowned Portuguese scholar and diplomat from the 17th century

“Relaçam da Junto do Comercio ...”, a manuscript on Brasil (ca. 1720)

“Relacio y remate de todo lo que a sucedido en la ysla de la Tercera” (ca. 1581)

9 ancient maps of Portugal, 8 from de 18th and 1 from the 19th century

In June 2004, BN purchased in an auction the original manuscript of “Correspondência de Fradique Mendes”, by Eça de Queiroz, one of Portugal’s most praised novelists of the late 19th century and whose personal archive belongs to BN’s collections.

11. Preservation & Conservation

Biblioteca Nacional’s major problem regarding P&C is the inadequacy of number of staff which forces a policy of outsourcing. Although the competence of such staff is not at question, still the need to consolidate knowledge and skills in staff really attached to BN, is indeed a great concern.

During the course of the year, it was possible to re-launch the major microfilming and binding programmes. Other long-term programmes like higienisation of collections, constant monitoring of environmental conditions, pest control and re-conditioning of collections are ongoing.

Also the support to other institutions in case of disaster and/or for the safeguard of important documents is a strategy and long-term commitment of P&C services. The most relevant achievements in P&C policies were:

- The launching of the second phase of the Campaign “Save a Book”, in April 2004. Aimed to the contribution of individuals and institutions, this campaign’ intention is aims to raise funds to help preserving and restoring some highlights of BN’s collections. A list of 82 items was prepared and at the moment BN registers 52 contributions. The campaign was promoted by the media, also with the help of an exhibition inaugurated the 23 April, which is the World Book Day.

- The official translation into Portuguese of the “IFLA Principles for the Care and Handling of Library Materials” made for the occasion of the Portuguese Association of Librarians, Archivists and Documentalists’ General Conference, May 2004.

12. Services to readers

A new regulation for reproduction services, with updated prices, was approved. However, it still has to be revised in what concerns reproduction rights.

Interlending and document supply services did not increase from 2002 to 2003. A collaborative service with major Portuguese university libraries is being envisaged. In order to identify areas where services to readers might be improved, a survey on complaints and suggestions was undertaken. The number of official complaints was 5 (2003) on a universe of 7,500 readers. Suggestions and non-official complaints were 65. Of those, 45 complained about parking facilities (which was partially solved during summer 2003 and will be totally
solved, as mentioned in point 5). 8 readers complained about regulations and prices, 7 complained about the way they were served and 5 gave opinions about acquisitions, need to restore some items, etc.

A leaflet with informations to the new reader was issued in spring 2004 followed by a brochure about collections and services.

In October 2003 a new reference service to distant readers was made available. It is called Conhecimentos Virtuais (Virtual Knowledge) and it allows the user to access 115 exhibitions and 173 conferences on-line, about a diversity of cultural and scientific themes.

**13. Cultural events, exhibitions and publishing**

Biblioteca Nacional held 2 major exhibitions between July 2003 and July 2004.

From October 2003 to January 2004 the exhibition *Antes das playstations: 200 anos do romance de aventuras em Portugal* (Before the playstations: 200 years of adventures literature in Portugal) displayed a selection of books, manuscripts, illustrations and films about the theme, mostly from Alexandre Dumas in many of its Portuguese translations. The exhibition was included in high-schools cultural programmes and had many visitors.

In July 2004, an exhibition displaying *Posters from the First World War* (a collection that Biblioteca Nacional received from a private collector) had a great impact on media and has also been very well attended.

Both exhibitions have their on-line version as a result of a policy that BN intends to pursue.

Cultural events at Biblioteca Nacional have been focused mainly on Conferences, organized by the Music Department, some of them with alive music, with the aim to raise awareness about the collections. 4 of such conferences and a concert occurred between July 2003 and July 2004. As to publishing, Biblioteca Nacional issued the catalogues of its exhibitions, postcards relating also to the exhibitions and a new Cultural Agenda (3 issues an year, started January 2004).

Some new technical publications were issued:

- Bibliografia da História do Livro em Portugal (Bibliography of the History of Book in Portugal)
- Indexação: terminologia e controlo de autoridades (Indexing: terminology and authority control)
- Directrizes da IFLA para conservação e manuseamento de documentos de biblioteca (IFLA principles, as mentioned in point 11.)

Publications on CD-ROM include:

- Autores portugueses do século XIX
14. Library cooperation

Biblioteca Nacional is a member of ABINIA, CDNL, CENL, CERL, ECPA, IFLA and LIBER, participating in their current activities.

Relevant issues in cooperation were as follows:

BN was one of the eight participating national libraries in the project The European Library (TEL) that came to an end in January 2004. It is now a member of the TEL service that will be operational next year.

The IFLA UBCIM Core Activity came to an end in March 2003 and Biblioteca Nacional is now the hosting institution of the IFLA UNIMARC Core Activity that supersedes UBCIM in the part related to International MARC. At the same time, BN is a member of the Advisory Board of ICABS – the IFLA/CDNL Alliance for Bibliographic Standards whose aim is to pursue continuing co-ordination and support for activities related to bibliographic standards.

BN and the Secretary General of the Ministry of Culture are the representatives of Portugal in the new European project MINERVA PLUS whose aim is to guarantee the coordination and awareness of digitisation initiatives amongst Portuguese cultural institutions.

BN was a partner in the European project LEAF which has now come to an end and continues its collaboration in the DELOS-NOE (Network of Excellence).

During the course of the year, BN organized and/or hosted the following seminars:

- PORBASE General Conference (for the Union Catalogue contributing libraries)
  11 – 12 December
- ERPANET/CODATA International Archiving Workshop on the Selection, Appraisal and Retention of Digital Scientific Data
  15 – 17 December

In 2004, two international meetings took place at BN:

- CERL – Consortium of European Research Libraries
  12 – 13 March
- Permanent UNIMARC Committee
  15 – 17 March