TRANSLATING GOVERNANCE AND LEGAL COMPLIANCE: EXPLORING THE ROLE OF TRANSLATION IN FACILITATING CORPORATE REPORTING AND POLICY IMPLEMENTATION

Alalddin Al-Tarawneh [*], Mohammed Al-Badawi [**], Wafa Abu Hatab [**]

* Corresponding author, Department of English and Translation, Zarqa University, Zarqa, Jordan
Contact details: Department of English and Translation, Zarqa University, 2000 Zarqa 13110, Jordan
** Department of English and Translation, Zarqa University, Zarqa, Jordan

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Abstract

Translation plays a crucial role in ensuring legal compliance and effective policy implementation in today's digitized and globalized era. This paper aims to highlight the significance of translation in modern governance by examining the challenges, best practices, and impact of translation in rule-making, policy implementation, and stakeholder engagement. By conducting an in-depth scan of literature concerning policymakers, translators, and other key stakeholders to collect rich qualitative data on governance documents, the paper demonstrates how translation enhances transparent communication and facilitates meaningful engagement with stakeholders. In light of Gilmetdinova's (2019) research, the paper addresses various challenges in translation, including timing, accuracy, handling legal and technical terms, cultural references, equipment, and the use of target languages. Furthermore, the paper showcases best practices in translation, such as thematic analysis, communities of practice, multilingual approaches, and the utilization of translation software to expedite high-quality translations. Ultimately, the paper emphasizes how translation contributes to refining governance processes in rule-making, policy implementation, and stakeholder engagement, fostering inclusivity, transparency, and accountability. It is anticipated that future research will explore the role of translation in healthcare systems and organizations.

Keywords: Translation, Governance, Regulatory Compliance, Policy Implementation, Inclusivity, Transparency, Challenges, Corporate Reporting

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1. INTRODUCTION

In the modern globalized world, good governance requires not only effective policies and regulations but also their effective and thorough implementation. So, while the need for governance transformation is undeniable and growing, implementation of governance requirements will fall short if we do not consider the role of transformation. In pure language translation, the text is transferred from one language or dialect to another; governance translation overcomes cultural, legal, and technical boundaries to achieve policy outcomes.

The objective of this article is to provide insight into the extensive implications associated with translation when it comes to regulatory compliance and the implementation of policies. It analyzes the complexities of the impact of translation on good governance by facilitating access to information, ensuring effective delivery of information, and increasing openness and accountability. This article also discusses the critical challenges and limitations of translational governance. Language nuances and cultural connotations are major obstacles in translating the required meaning of instructions into different languages and cultural domains. In addition, governance documents are highly legal and technical, which brings additional difficulties to translators. Timely and accurate translation is crucial for the effective communication of policies.

To describe best practices for addressing these challenges, this document provides examples of governance translations. Collaboration between translators and policymakers is necessary to understand policy intent and impact, use multilingual approaches to expand reach to diverse populations and increase inclusivity, maintain the quality and consistency of translations, ensure clarity, and avoid misunderstandings. This article demonstrates that governance translation is critical, highlights some of the challenges, and provides insights into best practices that can change the way we understand governance translation.

Indeed, translation is an important tool to ensure access to information, effective communication, and open and accountable governance structures (Panjaitan et al., 2023). By helping people understand and engage with their country's rules, policies, and legal documents, translation into their native language opens up space for their effective participation in decision-making in the governance process. However, despite the importance of governance documents, translation is fraught with issues, including linguistic and cultural implications, legal and technical complexities, time constraints, and accuracy. The challenges become apparent in legal terminology, as the translation process carries significant consequences and is further complicated by the legal systems in both the source and target languages, as well as the specific legal terminology within each system. It requires the translator to understand legal issues. In addition to this, communicating and understanding cultural nuances while overcoming language barriers is also complex. Communicating cultural meaning in a translation environment brings its own challenges in conveying important cultural meanings.

But effective translation into policy development requires skills and, indeed, the development of best practices. Translators working hand in hand with policymakers, a multilingual approach, translation quality, and consistency are all important strategies (Ringe, 2022). Complete translation guidelines and standards, professional translators with specialized knowledge, rigorous formatting, proofreading, and editing processes — all are necessary to make translations accurate and reliable.

This increases the requirement for good translations of governance documents; high-quality translations lead to better compliance with regulations and policies and better interaction with stakeholders, thereby increasing the legitimacy and trust of the governance system. Furthermore, a better translation is crucial if governments wish to better share governance information, knowledge, and insights with other governments and other actors (and therefore "internationally"). Because if leaders and citizens cannot understand what is being communicated, they will not know what they do not know, and that will only hinder learning.

In fact, without translation, governance systems simply cannot ensure legal compliance and policy enforcement (Smuha, 2021). While translating governance files and documents creates challenges for translators, applying best practices can help overcome these challenges and enhance the use of translations. The way forward therefore requires continued research and practice to advance understanding of governance translation and its role in inclusive, transparent, and responsive governance.

The research question for this study is, what are the challenges or considerations in the translation of governance documents that play a vital role in promoting legal compliance and policy implementation, there are also linguistic, cultural, legal, technical, time, and cost aspects. As governments move toward open government, toward government transparency and accountability, there is a need to inform all stakeholders so that members of the nation, regardless of race, ethnicity, or language group, are inclusive and receive equal information (Fazil & Ahmad, 2023). At the same time, the need to understand and articulate the challenges of translating governance documents and ways to address them becomes a critical issue. This study therefore explores specific barriers in the translation of governance documents and analyzes options and best practices for bridging this gap to translate effectively. This will help enhance the impact of translation in accessing governance documents and enable a more inclusive, transparent, and effective governance system.

The structure of this paper is as follows. Section 1 introduces the background of the research. Section 2 reviews the relevant literature and highlights the main gap. Section 3 introduces the methodology of the study. Section 4 provides the analysis and discussion by highlighting the main figures pertinent to translation governance dimensions and the discussion thereof. Section 5 demonstrates the best practices proposed in light of the discussion. Section 6 draws conclusions that lead to propose and recommend future research.

2. LITERATURE REVIEW

Translation is critical for regulatory compliance and policy implementation in governance systems. The diversity and interconnectedness of our societies should prompt governments and organizations to recognize the value of equal access to information, effective communication, and transparency and accountability through translation in these areas. In the context of regulatory compliance, translation has received a lot of attention because when clients are able to translate regulatory documents, legal documents, or compliance requirements, translation can bring the benefits of informed compliance, minor violations, and a relative reduction in the time and cost of regulatory agency investigations (Coffee, 2020). As the Organisation for Economic Co-operation and Development (OECD) noted in 2020, the purpose of good regulatory practice is to "reduce regulatory burdens and ensure that rules promote competition, innovation, equality, protect the environment and health, and fair markets" (Donelan, 2022). Introducing a language and communication layer to support language minority groups in understanding their rights, duties, and responsibilities is critical to ensuring equal rights for all people subject to the regulatory system. To implement policies, governments use translation to communicate their policies, initiatives, public services, and announcements as part of their mission to serve the public. To advance the implementation of policies and effectively engage diverse language communities in policy production, governments must utilize alternative languages (such as Chinese and Spanish) in various communication materials. This includes printing policy documents, drafting announcements, and creating informational materials to promote policies and initiatives. The inclusion of alternative languages is crucial for governments to ensure effective policy implementation and receive input from a wide range of language communities. Finally, translation helps improve the transparency and accountability of governance systems as a means of effectively communicating government activities, decisions, and processes to the public (Jauhiainen & Lehner, 2022). Whether it is legislative proceedings, government reports or official communications, governments have no problem communicating their mission and actions to the public using a variety of languages and presentations. Ultimately, the transformation of governance should benefit the public and promote controlled political action (Subaidi et al., 2023).

Indeed, it can be said that the gap in the literature lies in the use of professional translators with specialist knowledge, for example, in the field of management, legal and technical issues. Thus, while there is a recognition of the need to train translators to be able to appreciate legal issues and issues related to the cultural context, there appears to be a discrepancy in the lack of focus on the specialized training and qualifications of translators who deal with management-related documents, and that in the literature lacks complete guidelines and translation standards that are specific to management documents. The text is also unclear, and while these guidelines are considered important, one seeks to understand whether there is a framework or wording of these guidelines that helps translators develop the competence to appropriately situate the target text in the target context. Perhaps the gap in the literature may be due to a lack of deep understanding of the role of translation in management systems. Although the text illustrates the need for translation for a management system to achieve its goals of legal compliance, policy enforcement, etc., there is no detailed explanation of how translation practices contribute to the creation and maintenance of management systems (Al-Badawi et al., 2024).

2.1. Ensuring equal access to information

Governance systems cannot function properly if every citizen does not have fair and equal access to information: laws, regulations, policies, decrees, court decisions, and other important documents that regulate rights and responsibilities. However, anyone who does not speak a country's primary language may be excluded from fair participation in these important "rules of the game". Translation services can play an important role in overcoming this exclusion by making information available in multiple languages, ensuring that every member of society has equal access to governance rules and civil rights. The process of language translation simplifies the comprehension of the rights, responsibilities, and repercussions associated with adhering to or disregarding certain rules and regulations. By translating legal texts and policies, governments can leave no doubt in the minds of individuals about the obligations they have and what is owed to them, or leave no doubt about the personal or public consequences of failing to meet those obligations (Ziberi et al., 2021). The benefits of translation for governance are clear. Insisting that the government communicates with all members of society through transparent information not only implies inherent equality but the concept of domination — shaping behavior within a system that implicitly enforces a social contract — is bound to be strengthened if everyone can act in their own to get this information in their favorite language. Language translation can also promote equity by giving marginalized minority language speakers equal access to the same information as mainstream language speakers (Jackson-Preece, 2018). This can only contribute to social cohesion, democratic participation, and accountability, leading to the formation of opinions and action. Furthermore, language translation can promote and ensure trust and legitimacy in governance by facilitating effective communication between government agencies and the different language communities they interact with.

2.2. Promoting effective communication

Good governance depends on proper communication: policies, regulations, and instructions must be communicated in an understandable way to government officials, businesses, and society so that they can understand and implement them. Otherwise, everything can go wrong: bad policies are not enforced; people get confused or misunderstood; and there can be a discrepancy between intentions and results. Translation is also a means of effective communication. It helps

policymakers overcome language barriers and translate information into understandable text in the target language, thereby increasing its reach and effectiveness (House, 2015). It helps policymakers deliver services to wider audiences and communities. Translation facilitates communication between policymakers and citizens by translating complex technical and legal terms and jargon into simpler language, thereby promoting a culture of dialogue and exchange. Translation also facilitates access to information for citizens with different language skills: democratic values are strengthened and government systems become more accountable, legitimate, and effective. Furthermore, translation facilitates the international dissemination of information across borders and cultures and is a tool for international cooperation and collaboration on governance issues. It enables governments and other organizations to disseminate best practices, exchange knowledge and experience, and collaborate internationally to address global challenges in a more effective and inclusive way (Loloçi & Halilaj, 2022).

2.3. Enhancing transparency and accountability

Transparency and accountability are key features of good governance, meaning that citizens are informed about the decision-making processes, rules, and laws, as well as their implementation and enforcement, making it possible for them to hold their governments and organizations accountable for their decisions and actions. The promotion of transparency and accountability depends to a large degree on the crucial role of translation. The reason is that translation helps to make information accessible to everyone, including those with poor language skills (Noveck, 2018). The translated version of government reports, public hearings, law contents, as well as other information that are crucial to the governance process can help citizens reassess the root and implementation, as well as the fairness of the enforcement of the rules and regulations that their governments propose. Ultimately, people would be able to object or appeal if they perceive that the rules and regulations have been applied unfairly. In conclusion, translation plays a key role in the process of governance because it helps to ensure fair and equal access to information, as well as effective communication, transparency, and accountability. It would be desirable for governments and organizations to recognize this important role of translation. With transformative translation, the power of all can participate in the governance process.

3. RESEARCH METHODOLOGY

The study provides a qualitative and quantitative description of specific issues and considerations related to the translation of management documents, with the ultimate aim of examining the real need for better approaches to translation, with the aim of sensitizing and training translators, interpreters, and academics in general on practical approaches to providing quality translation — to support the effect and implementation of management documents. We conducted an in-depth scan of literature concerning policymakers,

translators, and other key stakeholders to collect rich qualitative data, primarily on their lived experiences and perceptions of translation in governance contexts. Additionally, analytical techniques such as thematic analysis are used to identify patterns and clues in the data and derive meaningful insights from the collected qualitative data. The research combines qualitative descriptive data collection with analytical techniques to reveal the complexities of governance transformation, culminating in nuanced discussions, insights, and conclusions that inform policy and practice in the field.

Other methods appropriate for this type of research include stratified random sampling, which ensures that subgroups in the population are well-represented and increases the generalizability of the results. In stratified random sampling, the population is divided into subgroups (strata) based on certain characteristics, and samples are selected proportionally from each stratum. Another method is cluster sampling, in which the population is divided into clusters and a random sample of clusters is taken for study. This works especially well in geographically dispersed populations. Snowball sampling can also be used, especially if participants are hard-to-reach populations or researchers are seeking specific types of expertise in a management context. This approach relies on asking initial participants to suggest someone else who meets the study's criteria, essentially using referrals from initial participants to generate additional participants. Research using different methods can be helpful, especially if the researcher wants to understand the problem more precisely. This method combines qualitative approaches, such as focus groups or in-depth individual interviews, with quantitative research. Triangulation of approaches and data sources is known to improve the validity and reliability of results. Longitudinal studies, tracking changes over time, or experimental designs that establish causal relationships between variables may also be helpful.

For this purpose, researchers often study a subset of the full population, selected using scientifically sound methods and collected to enable us to conclude the full population. A research sample must be representative of both the size and composition of the overall population it is attempting to characterize. Once selected, the sample can be analyzed, allowing us to conclude the larger group as a whole. The nature and quality of the sample are always crucial to ensure that no biases that are present in the larger population are introduced into the sample selection, compromising the scientific nature of the study and the generalizability of the results.

To ensure that the sample of the electorate was equal for each candidate and not biased, Sekaran's (2010) table was used. Based on the assumed size of the sampled population, an appropriate representative sample size will appear in the table.

Using a purposive sampling technique, the researcher distributed a total of 527 electronic questionnaires to the target study population in Amman. However, only 500 of these questionnaires were returned, and the researcher was unable to retrieve the remaining 27. Despite this, the response rate for the study was approximately 89%, which is

considered acceptable as it surpasses the minimum requirement for a representative sample size. Moreover, the number of analyzable questionnaires exceeded the minimum sample size needed for the study. To distribute the questionnaires, the researcher employed a simple random sampling method.

Table 1. Study sample

Categories	Frequency	Percentage
Gender		
Male	231	46.2%
Female	268	53.8%
Frequency of translation exposition		
Daily	344	68.8%
Weekly	107	21.4%
Monthly	49	9.8%
Dimensions of governance translation		
Corporate reporting	204	40.8%
Policy implementation	296	59.2%

The data provided in Table 1 indicates disparities in the percentage of representation between males and females. Females had the highest representation percentage, reaching an impressive (53.8%), whereas males had the lowest, at only (46.2%). The study also categorized governance translation into two types: corporate reporting and policy implementation. Among the study sample, policy implementation was the most prevalent, accounting for a significant percentage of 59.2%.

4. ANALYSIS AND DISCUSSION

To explore the role of translation in facilitating corporate reporting and policy implementation, the means and standard deviations were computed. The study sample's responses on translating governance were analyzed to obtain the following results:

Table 2. Average and standard deviation related to translating governance

Number	Field	Mean	Standard deviation	Rank	Relative importance
1	Language and cultural nuances	3.29	1.152	1	Moderate
3	Legal and technical complexity	3.27	1.106	2	Moderate
2	Timeliness and accuracy	3.25	1.105	3	Moderate
	Total	3.27	1.121		Moderate

According to the data presented in Table 2, translating governance demonstrates a total moderate level of significance, as indicated by an overall mean of 3.27 and a standard deviation of 1.099. Notably, the language and cultural nuances ranked highest, boasting a mean of 3.29 and a standard deviation of 1.152, also signifying a moderate level of importance. Conversely, the timeliness and accuracy ranked lowest, with a mean of 3.25 and a standard deviation of 1.105, again highlighting its moderate relative importance.

4.1. Challenges and considerations in translating governance

4.1.1. Language and cultural nuances

Reproducing the complexity of language in regulatory compliance and policy implementation may be the greatest challenge in translation governance. Language is constantly changing and reflects the cultural context in which it emerges (Bonvillain, 2019). However, cultural nuances can render entire legal and policy texts ripe for complex reading and analysis, as entities, concepts, or terms may not have precise or ready equivalents in the target language, even if the translator finds direct equivalence terms, which are also the same connotation may not apply, and some of these entities, concepts, or terms may have awkward or unwieldy equivalents (Loloçi & Halilaj, 2022).

The first requirement for a governance translator is to be well trained not only in the legal and governance framework but more importantly in the cultural context to curb the "subtle and slippery" nature of polysemy. Another important feature is the need for translators to be aware of the changing linguistic and cultural climate through ongoing professional development so that the relevance and interpretation of key linguistic results will continue to shine in the future. Otherwise, nothing will flow.

In particular, development organizations and the donor community (who are presumed to know the context best) need to ensure that those translating their governance discourse texts are appropriately trained and aware of the changing possibilities for interpretation of their results, which are critical to adequate translation (Hatab et al., 2024).

4.1.2. Legal and technical complexity

Since governance is often conducted in highly technical and legal language, this poses significant challenges for translators. Regulatory compliance or policy implementation requires terminology, but few translators take the time to learn it.

Legal terminology in particular is often very specific and the definition, translation, or wording in the source text can easily be misinterpreted and mistranslated into other languages (Erguvan, 2018). Because of these consequences, translators must understand legal terminology and the legal system and have translation experience. Incorrect translations or misunderstandings may result in non-compliance with legal obligations or inappropriate application of policies. Furthermore, the translator faces an additional challenge due to the intricate nature of governance documents. Finally, policy documents are often filled with technical concepts of science, technology, or engineering, terms that require the translator to consider his audience and adapt his translation accordingly.

For such matters, translators need to educate themselves and develop expertise in legal and technical terminology. Working with subject matter experts is an important task to correctly translate governance documents and facilitate their professional development. When governance documents are translated, it is important to address issues related to hard and sensitive language (Moorkens, 2022). This is because if the original

author had strong yet subtle language in mind when making the decision, it is important to stay true to it. Therefore, knowledge of legal and technical terminology is needed. Additionally, working with subject matter experts can go a long way in checking for poor translations. Targeted further development of professional qualities also helps improve the translator's skills. Indeed, governance documents require accurate translation of hard and sensitive legal and technical language to carry out their tasks. Without appropriate translation, governance documents will be difficult to understand.

4.1.3. Timeliness and accuracy

On the governance side, timeliness and accuracy of translation are factors to consider, with policy changes, updates, and additions occurring on a regular basis, as well as rapid translation that is critical for implementation and follow-up. Translations must be completed as quickly as possible with a zero to minimum error rate, as even the smallest errors can be costly (Varsamopoulos et al., 2019).

The pressure to ensure translations are delivered on time can lead to last-minute requests or rushed work, increasing the potential for inaccuracies and oversights. Additionally, quality assurance procedures are needed to prevent errors (Shingo, 2021). This may require a rigorous proofreading and editing process, involving multiple rounds of review before the document is completed. Translators must also keep abreast of any changes in governance frameworks, legal requirements, or policy developments. This requires ongoing professional development. Therefore, translators working on governance translations may need to attend training programs, webinars, seminars, or conferences on governance topics (Roe, 2020).

In addition to basic lexical considerations, translation governance also needs to take into account cultural, legal, and technical complexities. Some of the most influential developments have resulted in increased product safety standards. In short, translators need to apply best practices and know how and where to get training on the latest translation methods (Raja & Zahid, 2020).

4.2. Cases of mistranslation

Although translation plays a central role in legal compliance, policy implementation, and good governance, mistranslations can have serious adverse consequences when they occur. In addition, mistranslations may occur for various lexical, cultural, or translation reasons; in this case, regulatory texts, policies, or governance frameworks may be misinterpreted or distorted. Mistranslations in these cases can have more serious and far-reaching consequences, as the following case illustrates: A major US pharmaceutical company incorrectly translated important dosing instructions accompanying a new drug on the market. Accidental overdoses and detrimental effects on the well-being of the company's patients may result from this misinterpretation. As a result, the company's governing body initiated an official inquiry, leading to a legal proceeding. An important part of international trade agreements is first translated

from English into other world languages. Unfortunately, an important technical term in the treaty has been grossly mistranslated. Politicians' attempts to implement the deal failed, economic losses persisted and there was much recrimination among trading partners. A plan was launched to change the country's constitution. However, when documents seeking to amend the constitution were translated across language boundaries, some key technical terms were grossly mistranslated. There is confusion and controversy, with the result that public trust in the country's governing institutions is declining.

4.2.1 Chernobyl nuclear disaster

After the 1986 explosion at the Chernobyl nuclear power plant in Pripyat (then part of the Ukrainian Soviet Socialist Republic, part of a series of autonomous republics in the Federation of Soviet Republics), the devastating effects of mistranslation could not be more clearly demonstrated than in the protagonists. It escalates the tragedy of the accident. The safety protocol was originally written in Russian by a group of Russian engineers and scientists but was later translated into Ukrainian and distributed to control room operators for critical safety testing. Translating safety instructions from Russian to Ukrainian can lead to confusion among test operators and performers and lead to tests being conducted under different, incorrect, and more hazardous conditions (Briukhovetska, 2016). The rest, as they say, is history. It ultimately resulted in a catastrophic explosion that released massive amounts of radioactive material into the environment, causing one of the worst nuclear disasters in world history. The extensive consequences of mistranslation not only escalated the situation to an unprecedented level but also hindered response efforts to address the resulting outcomes, intensifying ecological rebound and burden on public health. Chernobyl is a truly chilling reminder of the impact that mistranslating safety protocols can have on critical infrastructure like nuclear power plants, and the importance of paying close attention to translation as we mark the historic anniversary of this tragedy.

4.2.2. Thalidomide tragedy

The thalidomide tragedy of the 1950s and 1960s is a cautionary tale about the role of accurate translation in drug regulation. The utilization of thalidomide in 46 nations by pregnant women or those who later became pregnant led to an unprecedented medical catastrophe caused by humans, wherein over 10,000 children were born with various severe deformities, including phocomelia, alongside numerous miscarriages (Kim & Scialli, 2011). In 1953, Thalidomide was initially developed and introduced as a tranquilizer. Subsequently, the German pharmaceutical company Chemie Grünenthal marketed it under the trade name Contergan as a medication for various conditions such as anxiety, insomnia, tension, and morning sickness (Ruthenberg, 2021). The drug was first introduced to the global market in the late 1950s as a sedative and anti-nausea agent in pregnant women. However, some patients have given

birth to babies with severe birth defects when taken during pregnancy. In many countries, incorrect or inadequate translation of thalidomide packaging failed to alert physicians and consumers to its potential teratogenic effects on the fetus and led to widespread prescribing of the drug without warning. This results in thousands of cases of birth defects around the world (Moro & Invernizzi, 2017). The devastating impact of mistranslations of thalidomide packets has horrified an entire generation, making how to better regulate translation issues critical to avoid such tragedies in the future.

4.2.3. Translations in international trade agreements

Mistranslations can lead to legal action and economic sanctions, such as the call made by a Costa Rican mayor in 2005 during negotiations for the Central American Free Trade Agreement (CAFTA) between the US and six Central American and Caribbean countries. Guatemalan newspapers published a Spanish translation of the agreement that was legally incorrect, citing flaws in provisions protecting pharmaceutical patents. Among other things, this mistranslation draws attention to major political and business issues surrounding intellectual property. Millions of Costa Ricans took to the streets in despair as a judge overturned the CAFTA, frustrating US negotiators (Weeramantry et al., 2023).

4.2.4. Translated legislation in European Union directives

Mistakes in translating certain European Union (EU) legal documents can have significant consequences. They can create uncertainty and compliance problems for member states. Back in 2002, there were serious translation errors in the Dutch version of an EU directive. This resulted in conflicting interpretations of the obligations related to compliance among various stakeholders. In the Netherlands, confusion has arisen regarding the implementation of the Directive due to the legal status of the recycling requirement being not clearly stated (Huisman et al., 2019). The authors' perspective underscores the need for accurate translation in the Dutch file while also showing ongoing disagreements over timeliness which means that, any dispute in a legal text that is not clear may have various interpretations. This leads us to ask how precise translation can ensure unambiguity: it must also be recognized that not only are these rules legally binding across all EU member states but they should also act consistently and produce similar results. With this uncertainty, the Dutch were left unsure whether they should comply with the EU's responsibility towards collecting Waste Electrical and Electronic Equipment (WEEE) or just compensate city councils, leading from where we stand at present towards a possible future outcome. This problem emerged as a result of the ambiguous translation of the directive, and it is rather paradoxical. These directives were developed to lay down legal guidelines for manufacturers, yet they gave rise to obfuscation that led to misinterpretation (Huisman et al., 2019).

Setting high standards for translation and robust cross-cultural communication should protect public safety, help improve decision-making, and enhance our ability to collaborate across borders. In these companion stories, the consequences of inadequate translation of laws, policies, and government are far-reaching, causing unnecessary loss of life and ecological devastation. The death toll is alarming, from the tragic victims of Chernobyl to the abortions of thousands of deformed babies caused by the sleeping pill, thalidomide. The presence of stakeholders and effective communication channels are indispensable prerequisites to surmounting the intricate challenges of the 21st century.

5. BEST PRACTICES FOR TRANSLATION IN GOVERNANCE

5.1. Collaboration between translators and policymakers

Indeed, close collaboration between translators and policymakers throughout the translation process is important to ensure that governance documents are translated correctly (Ji, 2021). To ensure that the intended meaning is conveyed accurately, translators must have a clear understanding of the regulatory and policy framework within which they operate, as well as the relevant legal and technical nuances of the document material, to ensure that they can effectively convey what they understand the text to mean while complying with relevant laws and regulations. Likewise, policymakers must provide clear instructions to translators as to what the actual intent of the text is and who the audience is. By clearly communicating their expectations and preferences up front, and establishing feedback loops throughout the process, policymakers can ensure that the text is ultimately understood correctly (Akinci & Sadler-Smith, 2019). Regular communication between the two also enables translators and policymakers to address any incorrect assumptions or misunderstandings throughout the process and eliminate any potential challenges to ensure that the text retains its original message and is correctly created and communicates its intended purpose.

5.2. Adopting a multilingual approach

Policymakers are encouraged to adopt multilingual thinking and strive to recognize that an increasing number of governance documents can benefit from translation into multiple languages (Shu & Pease, 2015). It encourages policymakers to put language at the forefront of their thinking when it comes to citizen engagement, rather than treating it as an afterthought. Policymakers may need to conduct market research, consult linguists, or work with community leaders to find out what relevant audiences like to say and read to create different versions of the same policy document in the language of the target group. By using language creatively in governance documents, policymakers can provide a relatively level playing field for all citizens, regardless of their linguistic background. This reason allows citizens belonging to linguistic communities with little or no literacy skills to fully participate in government, including its policies, regulations, and initiatives, rather than English-only variants, which would exclude them from

the process. Multilingual governance documents can help acknowledge the fact that language is a gatekeeping practice (Gilmetdinova, 2019). This innovative approach can improve linguistic diversity and cultural sensitivity, not only on issues related to governance documents but also in other areas related to governance practice.

5.3. Ensuring quality and consistency

Of course, for translated governance documents to be effective and impactful, they must be of the same quality as the original text. Therefore, translators should obtain very clear guidelines and standards from policymakers regarding terminology, preferred style, and formatting. These serve as guides to help translators ensure consistency between different documents of the same policy in different languages so that the translated document retains its authenticity. To ensure consistently high-quality translations, policymakers need to hire professional translators, in addition to native speakers, who must also have highly relevant expertise in translating governance documents. Translators with governance knowledge can produce translations that are easy to read and do not stray from the original content of the document because they capture the meaning well. Secondly, it is also important to have a translator and proofreader who is also a linguist. A proofreader who is a language professional brings the added advantage of being able to spot errors that the translator has made unknowingly. This is especially important because the same word sometimes has different meanings in different contexts and languages. All these measures will ultimately ensure the quality of translations in the field of governance and ensure the same impact as the original text, as well as ensuring accountability and transparency in governance. Maintaining translation quality and a clear and painless publishing process further improves access to information (Havel, 2018). This also opens up more space for dialogue and negotiation between the parties. Furthermore, the willingness of policymakers to adopt bilingual or multilingual approaches to governance will expand access to the field of governance. Overall, ensuring translation quality plays a key role in ensuring the availability of information and data to citizens and key stakeholders, and helps increase transparency and accountability. Access gaps caused by language differences prevent everyone from freely participating in decision-making processes and holding decision-makers accountable.

6. CONCLUSION

When obtaining regulatory requirements or driving policy implementation, translation is inevitably needed. It is an intermediary between information, citizens, and the state itself. Without it, the government's ability to be efficient and transparent is compromised, making it less responsive and accountable. In this article, we find that translation is crucial in governance. It helps overcome language and cultural barriers. People can participate more actively in regulatory policy. If governments can meet the needs of their citizens through accurate and timely translation, they can

build a better community. However, there are still some difficulties and dilemmas that need to be solved to improve the governance level of translation work. There are many languages and cultures. Supervision is technical and has high requirements in the legal and legal environment. The system of timeliness and accuracy is strict. With this in mind, we first outline best practices for governance translation. Translators, especially freelancers who work far from power and in isolation, have no inherent conflict of interest but must actively collaborate with the knowledge producers, policymakers, or practitioners responsible for developing the original text to shape the translation to produce a translation that provides the intended meaning. The second key insight is that governments should, where possible and practical, incorporate multilingualism into their websites, social media, and other public communications. In this way, they can ensure greater inclusion and consideration of different population groups and meet demands for greater respect for the linguistic identity of citizens. The third recommendation is that governments must take all necessary steps to ensure that any translation product is of the required quality and is as consistent as possible over time so that citizens find it credible. However, as governments grapple with an increasingly globalized, interconnected, and diverse world, the need for high-quality translation in governance has become more urgent. Recognizing translation and its transformative power as a vital resource and committing to as many best practices as possible will help governments transform it into a tool that can improve compliance and implementation, and ultimately work for everyone to build a more equitable and just society.

The article highlights the important role of translation in management and the importance of translation in overcoming language and cultural barriers, which is a topic worth further research. Take, for example, the challenges and dilemmas of management translation, such as the linguistic diversity of countries and the technical oversight of management translation, as well as the stringent requirements for speed and accuracy. The article recommends that, in addition to promoting the development of government websites, authorities should introduce greater multilingualism on social media to include more groups of people and show greater respect for linguistic identity. This could be a direction for future research: From a practical point of view, how can a multilingual approach be implemented in public communication to reach a wider group of citizens? Furthermore, what is the impact of multilingual public communication? Do they help those involved in governance better understand policy and be aware of certain issues? The quality and consistency of translation products can help maintain a country's credibility. As a result, there is a need for future research on how to guarantee translation quality and consistency. For example, what are the standardized methods for assessing translation quality and consistency over the long term? Moreover, how to overcome the challenges of maintaining translation quality?

Limitations of this article, which aims to examine the role of translation in managing many

aspects of our lives, the study has several limitations. The multilingual and multicultural nature of the study, the multitude of languages and fields it covers, as well as specific requirements related to timeliness of implementation and compliance with the law, make it extremely difficult to guarantee the accuracy and consistency of the translated materials. This leads to significant differences in the quality of translations, and perhaps even in their impact, depending on the case. Additionally, the reliance on qualitative data from policymakers, translators, and other practitioners involved in the service delivery chain introduces many subjective biases that may impact the generalizability of the findings. The use of purposive sampling is crucial to focus a study on specific populations, but it only targets those individuals who are believed to be most knowledgeable and best suited to the research questions, potentially skewing the representativeness of the sample and, therefore, the results. Moreover, given the speed at which technologies and communication platforms are evolving and transforming, research must be updated and adapted to keep pace with these trends. Please note that the study was conducted in a specific geographical location, namely Amman. This may limit its application to other areas of the Middle East and North Africa (MENA) region, if not to other locations with distinct landscapes and linguistic and cultural domains.

By applying these recommended best practices in corporate governance translation, they will not only improve compliance and implementation of existing policies but also help governments fulfill their role in creating a more just and equitable society. Future research could examine whether, and under what conditions, improved translation practices can have positive impacts on managerial outcomes and social well-being. With an increasingly globalized, interconnected, and more culturally diverse world facing governments, high-quality translation in management will be more urgent than ever if they are to adapt and fulfill their role in societies. Future research could explore how globalization and cultural diversity may impact management translation practices and how management systems should respond to these changes. Future research may also focus on translation as a powerful strategic resource and on re-developing innovative approaches and technologies to improve translation in government environments. These include the use of machine translation, artificial intelligence, and other emerging technologies to improve translation workflows and results.

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