

TRANSLATION IN THE EMIRATES: KALIMA AND TARJEM PROJECTS

TRANSLATION IN THE EMIRATES: KALIMA AND TARJEM
PROJECTS

A THESIS IN TRANSLATION AND INTERPRETING
(ENGLISH/ARABIC/ENGLISH)

Presented to the faculty of the American University of Sharjah
College of Arts and Sciences
in partial fulfillment of
the requirements for the degree

MASTER OF ARTS

by

HADEEL NASSAR

B. A. 1994

Sharjah, UAE

July 2010

© 2010

Hadeel Nassar

All Rights Reserved

TRANSLATION IN THE EMIRATES: KALIMA AND TARJEM
PROJECTS

Hadeel Nassar, Candidate for the Master of Arts Degree

American University of Sharjah, 2010

ABSTRACT

The importance of translation in the history of nations' development cannot be underestimated. The Arab and Islamic worlds in particular has glorious moments in its history where translation occupied a prominent status. The decline in the field of translation was a manifestation of decline in other fields as well. Many attempts to revive translation have been carried out throughout the ages in many Arab countries.

The UAE has recently launched two of the most ambitious translation projects in the Arab World, namely, Kalima and Tarjem. The aim of this thesis is to study translation in the UAE concentrating on these two projects in terms of their mission, goals and objectives. The thesis conducts a SWOT (Strengths, Weaknesses, Opportunities and Threats) analysis by way of

evaluating those aspects and how they reflect on the present and future performance of these two projects. In addition, an assessment of the quality of the translations produced has also been conducted using a random sample from both projects.

The findings of this thesis point out how Kalima and Trajem have been operating and what is required for them to go forward in order to achieve their declared targets. The thesis results show what they have so far achieved and what is expected from them in the future.

CONTENTS

ABSTRACT.....	iii
LIST OF FIGURES.....	vi
LIST OF TABLES.....	vii
ACKNOWLEDGMENTS.....	viii
Chapter	
1. INTRODUCTION.....	1
2. REVIEW OF LITERATURE.....	6
Translation Impact on Nations' Development.....	6
3. TRANSLATION IN THE UAE – KALIMA AND TARJEM.....	14
3.1 Past and Present Contrast	15
3.2 Translation Development.....	19
3.3 Translation Projects Kalima and Tarjem.....	21
3.3.1 Kalima Project Life Cycle.....	23
3.3.2 Modeling Tarjem as Translation Project.....	33
4. ANALYSIS, EVALUATION AND FINDINGS.....	39
4.1 SWOT Analysis	39
4.1.1 Kalima and Tarjem - Internal Environment....	41
4.1.1.1 Strengths.....	41
4.1.1.2 Weaknesses.....	49
4.1.2 Kalima and Tarjem - External Environment..	54
4.1.2.1 Opportunities.....	54
4.1.2.2 Threats.....	63
4.2 Translation Quality Assessment (TQA).....	72
4.2.1 TQA Model in Theory.....	72
4.2.2 TQA Model Development.....	75
4.2.3 TQA Kalima and Tarjem	77
5. CONCLUSION.....	106
REFERENCES.....	114
ARABIC REFERENCES.....	126
APPENDIX: JUSOOR (BRIDGES) BROCHURE AND APPLICATION.	129
VITA.....	132

LIST OF FIGURES

Figure

1. Translation Project Life Cycle & Translation Workflow.....	22
2. SWOT Analysis and Translation Project Life Cycle	71
3. Number of Books Published in the UAE	109
4. Number of Books Translated into Arabic...(adding UAE).....	109

LIST OF TABLES

Table

1. SWOT Analysis for Kalima and Tarjem..... 40
2. Some details about the Arab/Arabic Translation Associations.... 66

ACKNOWLEDGEMENTS

My thanks go first and foremost to Dr. Ahmed Ali for his supervision and guidance during my work on this thesis, for his advice on how to be realistic throughout the thesis process and for tolerating my writing skills. To all my MATI professors and classmates at AUS, especially those who lent me relevant books and materials, to Nauf for the thesis discussion hours we spent together and to Elham for facilitating my visit to MBRF.

My sincere appreciation to Dr. Said Faiq for giving me the opportunity to present chapter three of my thesis at the American University of Sharjah's first translation symposium in May 2010.

To Amel Al Muhari from Dr. Sultan Al-Qassimi Centre for Gulf Studies and Mr. A. Salem from Al Bayan Press, Printing and Publishing for the invaluable assistance with relevant sources on translation development in the UAE. I would also like to thank Kalima's and Tarjem's teams for answering my questions during my visits and for providing me with a number of their translated books which were used as study samples.

Finally, my gratitude goes to Ms. Elizabeth for the aggressive editing work she did on my thesis in spite of the short notice.

DEDICATION

To my family grandchildren, please try to do what I could not...

1. INTRODUCTION

I came to know about Kalima as a major translation project in the UAE and the Arab world only when I started to plan for my thesis theme, so it was not surprising that my classmates in the translation master's program did not know about this 2-year old ambitious project either. This disappointing fact indicates the gap between the UAE educational programs which are more into theories, and the translation organizations which confront practical difficulties, thus I realized the importance of my thesis as a step toward narrowing this gap.

The aim of this thesis is to study translation in the UAE which has launched two important translation projects in the Arab world, namely, Kalima and Tarjem. They were initiated and launched under the patronage of highly ranked figures of the UAE government, who realized the translation problem in the Arab world as a number of similar translation projects suffered from discontinuation and/or interruption according to Baker and Hanna (2009), "The shortage of verifiable data about translation in the Arab world, especially during the second half of the twentieth century, makes it difficult to draw a clear picture of the realities of translation during this period" (p. 337); the lack of reliable statistics to study the case of translation being carried out in the Arab world could be tackled by conducting more studies. The thesis is geared toward promoting translation studies as the UAE's involvement with major translation projects necessitates conducting academic researches in order to assess translation development.

The thesis methodology is observatory, exploratory and investigative in order to provide detailed analysis of Kalima and Tarjem projects in terms of

their goals/objectives, external and internal environment, and translation quality achievements. This study does not attempt to bring in how many publishers or distributors Kalima and Tarjem have signed partnership agreement with. In fact the study is not meant to measure or evaluate the achievements of the projects by counting how many books they have translated so far, or how many candidate books are waiting in their databases. This is simply because the two projects only started in 2007/2008: The purpose here is to study, analyze and evaluate these projects' goals/objectives, along with their achievements in light of SWOT analysis and translation quality assessment platforms. Field visits were planned and arranged to both projects in order to gain relevant information to conduct an informed SWOT analysis. Critical information confidentiality was assured to both projects before visits, and the information presented in this thesis about the projects is already available to the public through their official websites, media and academically accepted links on the internet. Information provided about Kalima and Tarjem has appropriate in-text citation through the thesis, except a few cases when the information is too general and obtained directly from their official websites (Kalima, 2010a; Tarjem Programme, 2010), this is to avoid unnecessary in-text citation repetition. Comparison as an evaluative research method was used on various occasions to show similarities and/or differences between the two projects, and any other similar project.

The field visits were properly arranged for in coordination with the concerned individuals in order to cover the entire required areas during the visit; considering the busy schedules of the individuals involved. Further queries or clarifications were attempted after the visits by emails or telephone

calls. This is in order to ensure receiving utmost cooperation from the individuals contacted or interviewed. Tape recording as an interviewing technique was not used at any oral contact, not even obtaining tape recording permission from the speaker was attempted. This was to let the speaker talk conveniently and openly. Instead, the researcher used the careful listening and note taking techniques, and the researcher ensured to be equipped with adequate knowledge about the issues discussed before committing any contact in order to focus and limit the discussion to the ambiguous points and inaccessible information. Being knowledgeable about the topic minimized notes taking and inquiries during the visits.

The thesis comprises five chapters with chapter one (the introduction) introducing the problem statement to highlight the need for investigation and examination, and also the methodology used to solve the raised issue. Chapter two as a literature review explores the impact of translation on nations' development as main argument. By way of support, this chapter presents the role of translation in nation's development through reviewing translation history in different areas around the world, with a focus on the history and development of translation in an Arab context, the UAE in particular. Chapter three transits the reader from the impact of translation on nations' development discussion to a focus point, which is translation development in the UAE where it introduces the Kalima and Tarjem projects. A past and present contrast takes place in this chapter shedding light on the translation status throughout the UAE's history; attempting to prove the UAE's translation development. This chapter demonstrates the UAE's translation projects' lifecycles as a framework for analyzing the goals/objectives of each project.

Kalima and Tarjem demonstrations appear in two different forms in order to achieve diversity. The translation project lifecycle phases are introduced first with the Kalima project following and then Tarjem.

Chapter four deals with the projects' goals/objectives achievements so far by conducting SWOT analysis and Translation Quality Assessment (TQA). The SWOT analysis occurs after displaying findings, observations and evaluations of the projects internal and external environments. These come in a list of strengths, weaknesses, opportunities and threats. The SWOT analysis suggests four strengths: the direct tangible and intangible sponsorship from the UAE governmental units, translation education/training programs sponsored/conducted internally by the Projects, competent managerial staff and operational process automation, followed by four weaknesses which are: lack of translation quality assessment controls, inadequate translation commissioner policy, weak interaction with readership and weak translation development plans. In addition, the SWOT analysis introduces four opportunities which are: five accredited universities in the UAE offer translation graduate and/or undergraduate (as major or minor) degrees, utilization of Machine Translation (MT), the existence of the electronic-book (eBook) as a book distribution channel online and collaboration with units that require and support Arabic book translation. The opportunities precedes four threats which are: insufficient and/or unreliable researches, surveys and databases on translation, publication and book industries in the Arab world context, insufficient Arab/Arabic associations for translation, publisher's issues and lack of professional translators. The next discussion gears toward assessing the TQA development in theory and practice. The study moves from

the TQA Model in Theory to TQA Model Development reviews, then conducts a TQA for Kalima and Tarjem, which attempts to assess Kalima's and Tarjem's translation quality using a randomly selected sample of their translated books. The TQA section provides findings and analysis of multiple translated books, the assessment compares the target text (TT) to the source text (ST) to find linguistic inaccuracy, mistranslation, inconsistency, and editorial...etc. mismatches or errors. Suggestions and recommendations are made based on the study findings and evaluations. Finally, chapter five summarizes the study in terms of problem definition, problem reasons, research findings and problem solutions in light of findings, analysis and evaluations.

The thorny and challenging tasks of translating, publishing and distribution of books in the UAE were addressed during the visits to Kalima and Tarjem projects. However, the long term translation dilemma in the Arab modern history did not hinder Kalima and Tarjem from pursuing their projects. This reflects the project initiators' recognition of the importance of translation as manifested in the history of the Arabs. The thesis suggests further studies on translation in the UAE to stimulate interaction between academia and entrepreneurial projects in order to narrow the gap between them.

2. REVIEW OF LITERATURE

Translation Impact on Nations' Development

Translation is a very old profession according to Routledge Encyclopedia of Translation Studies where: Baker and Hanna (2009) stated that "Some translation activity seems to have taken place on a small scale prior to the rise of Islam. A manuscript dating back to A.D. 513 and written in Greek, Syriac and Arabic was found near Aleppo" (p. 329). On the other hand, Bandia (2009) added that translation in Sub-Saharan Africa is "virtually as old as communication through the spoken word" (p. 313). Venuti (2009) in the same encyclopedia pointed out the importance of translation in the United States when he said, "Translation played an essential role in the origins and development of the United States, and it continues to do so" (p. 320). George Saliba, Professor of Arabic and Islamic Science, Columbia University, summarizes the relation between translation and nations' development on Kalima's website ("Statements of Support," 2010):

No civilization has experienced a renaissance in its history in one form or another without that renaissance being preceded or coming contemporaneously with a translation movement. Whether it was ninth century Baghdad or Europe during the Middle Ages and later during the Renaissance, in all instances the translation movements ushered in remarkable periods of cultural upsurge.

Since translation history in the UAE has not been endeavored yet by the historians (see chapter three), reviewing the translation history of the Islamic Empire can provide a general ancient review for the UAE context. Baker and Hanna (2009) found the most significant event for the Arab people

was the birth of Islam in the seventh century. For them Islam "changed the political, cultural, and linguistic map of the area forever" (p. 328), as the spread of Islam began during the Prophet Muhammad's lifetime and after his death in 632. They added, "By 698, Iraq, Iran, Syria, Egypt and North Africa had become part of the new political and religious order" (p. 317), and then the Islamic Empire expanded from present-day Pakistan to Spain at the height of its growth, the development of the Islamic State witnessed "important periods in the history of translation into Arabic" (p. 329), specially during the Umayyad and Abbasid Caliphates, which were followed by a long period of much less "intellectual" activity from the twelfth to the eighteenth century. Baker and Hanna elaborately said, the new empire cared to connect the Eastern and Western civilizations and gathered together "the most sophisticated culture traditions of the period" (p. 329), which were Greek, Indian, Persian and Egyptian. This connection, however, would not have happened without translation, during the Umayyad Period, the first half of the eight century witnessed a number of developments which established the long term foundations of the Empire like "the development of a postal service, Arabic coinage" (p. 330) and, most outstandingly, the establishment of Arabic as the "official language of Administration, replacing Greek in Damascus, Pahlavi in Iraq and the Eastern provinces and Coptic in Egypt. Translation activity also started in earnest during this period". On the other hand, the Abbasid State was generally more "international in composition" (p. 331) and nature comparing to the Umayyad State which was "largely Arab (ethnically speaking)". They proceeded, the Abbasids continued the education development started under the Umayyads and launched Bayt al-Hikma (House

of Wisdom), in ancient Baghdad which played different roles such as being an academy, a library and a translation agency with diverse translators. Generally speaking, the Abbasids' Golden Era of translation encouraged original writings in many fields including "astronomy, alchemy, geography, linguistics, theology and philosophy" (p. 333). This knowledge flow that took place during the tenth and eleventh centuries provided the drive for the development of all branches of knowledge in the West, which could not have taken place without the intense program of translation carried out under the Abbasids. (pp. 328-337)

The above historical review by Baker and Hanna clarifies the importance of translation for the Islamic Empire to grow in size and power, it made possible the expansion of Islam and the state development by connecting peoples in the East and West whose native languages were not Arabic. Translation continues to support the political and economic domination which the Islamic State gained since its inception. Furthermore, translation contributed to construct a definably Arab identity, as it was found helpful in building a national literary and political tradition, according to Faiq (2000, p. 83) who states, "Translation made the Arabic language a world linguistic medium of knowledge for many centuries" (p. 83). Unfortunately after the Abbasid period, the state of translation in the Arab world gradually and tremendously declined. In the modern Arab world Faiq refers the neglect of translation to not giving an independent identity to the translation field, "but rather it is assigned a secondary status within language departments" (p. 83). In order for translation to continue performing its vital role in constructing and

maintaining the national identities for the Arabs, it must free itself first from the language departments' confinement.

The modern history of translation for the Arab nations began early in the nineteenth century, when the Arabs were under the Ottoman supremacy which attempted to impose the Turkish language on Arab cultures. As a result, the Arabs in Lebanon and Egypt in particular realized that their national identity was at risk and they needed to revive translation to help rescue it. Therefore, Arabic schools were established to confront the alledged threats posed by the Ottomans and then the French and English. In the early twentieth century, Lebanon witnessed a noteworthy translation shift through the American University of Beirut, when renowned Arab figures like Butrus Al-Bustani and Ameen Maaloof produced their translations. However, Egypt took some serious steps towards translating western sciences in order to modernize the Egyptian society, and overcome the Ottoman threat. This movement started in 1831 under Mohammed Ali who sent educational missions to Europe for the purpose of learning and translating western sciences into Arabic. In spite of the fact that this movement declined shortly afterwards, another rise was witnessed in the twentieth century. European colonization influenced the Arabs identity which employed translation as a national identity protection tool. (Mohammed, 2000, pp. 76-78)

Egypt being the most important Arab country in the field of translation, stumbled into many translation initiatives and projects throughout the twentieth century. Some of these are: Dar El-Maaref for Printing and Publishing, established in 1891 by Najeeb Mitry; the Authentication, Translation and Publishing Commission, chaired by Ahmed Ameen in 1914;

the Encyclopedia of Islam commission, starting in 1933 under the patronage of the International Union of Academies; the One -Thousand-Book project, starting in 1955 by the Ministry of Culture and ended in 1968...etc. (see chapter four). (Mohammed, 2000, pp. 90-92). Moreover, the Syrian nationalists rushed to revive translation and Arabicization to protect their national identity from the Ottoman and French attempts to erase and replace their Arabic language and perhaps heritage. The nationalists worked hard to arabicize education, administration and the military. Individuals' translation work by school teachers assisted to arabicize the secondary and primary schools curricula. The Damascus University in Syria was considered a leader in teaching Arabic language in medical schools. (Al-Sayadi, 1985, pp. 128-129). Al-Sayadi states that after the French occupation, Syria worked actively to expand the use of the Arabic language. This placed Syria as a leader in the Arabicization field (pp. 128-129). On the other hand, Ahmed (1986) wrote that in Tunisia, where the national identity is an issue as well, translation was the motive to establish Ez-zitouna University and Al Sadekeya School in 1874 by the Tunisian minister Al Musleh Khairdeen Basha in order to teach modern sciences in Arabic to maintain the national language status, and to confront the French language dominance (pp. 76-77). Other Arab nations such as Kuwait and Saudi (see chapter four), Bahrain, Iraq, Jordan, Morocco ...etc. all needed to address the threats on their national identity/ies imposed on them by their occupiers and found in translation a resort for them to help rescue their identity and development.

Moving to Africa, Bandia (2009) narratively stated, in Sub-Saharan Africa translation "can be subdivided into three major eras: Pre-colonial,

colonial and postcolonial" (p. 313). She added, translation played an essential role in "the political, economic and cultural survival of the African people", in 1445 Portuguese sailors reached the Senegal River while they were searching for a sea route to India, establishing the first contact between "Europe and Black Africa" (p. 314) is generally credited to the Portuguese, as the Arabs had previously been on the continent for some time, but the arrival of the Europeans gave movement "to the trading activities" that existed already among Africans and between the Africans and the Arabs. Bandia continued, the increased trading activities definitely created a "need for communication among the Africans, Arabs and Europeans". This resulted in an "unprecedented need for translation/interpreting (African into African, African into Arabic and African into European)" (p. 314). In Africa, the postcolonial situation was paradoxical as translation basically evolved "in two directions: African into European languages and vice versa, and European to European languages" (p. 318), instead of encouraging translation activity between African languages as someone might have expected, this happened because Africa had "to cope with world affairs and the international economic market". After independence Africa was in need of translation into European language as "many economic and international organizations have been formed to enhance cooperation among African states" (p. 319), African governments "sponsored some of their brightest graduates to study in translation schools in Europe and North America" for almost two decades after independence. An African nation like Cameroon "is often cited as the center for European-to-European language translation in Africa, it is also often compared to Canada, where English and French are similarly official languages". (pp. 313-320)

In the case of the United States (US) Venuti (2009) said, English expeditions to Virginia and Massachusetts began seriously during the early seventeenth century, given more than 255 million inhabitants with linguistic and cultural diversity, "familiarity" (p. 320) with so-called "Indian languages" was required in order to increase "the colonist' cultural and economic autonomy from England", to develop the American culture, the nationalist enthusiasm released by "the Revolution brought a new self-awareness" that promoted the translation of foreign-language literatures, the European immigration of large waves which started in the mid-nineteenth century created a "need for English-language translating and interpreting which has remained constant since then". Diverse ethnic groups and nationalities including people from Latin America, Asia, the Middle East, and the Caribbean widened the immigrant pool, as the United States now has more than 31 million inhabitants who "speak a language other than English at home" (p. 321), this makes translation "a fact of daily life for many Americans". Translation all through the American history served English-language which encounters foreign languages and cultures and contributes to the formation of definably American identity. (pp. 320-328)

According to a survey report published by the Center for Arab Unity Studies, the collective production of translations from the days of Caliph Al-Mamoon to the date of the study was 10,000 titles. This equals what Israel translated in less than 25 years. (Mohammed, 2000, pp. 95-102). Translation basically contributes to nations' development in almost all aspects especially in the fields of science and culture. As Chris Doyle, the Director of the

Council for the Advancement of Arab-British Understanding clarifies in his statement about Kalima:

When the Arab civilisation reached its peak, it owed a great deal to the manner in which scholars, scientists, and others borrowed from other cultures and civilisations, and then built upon their progress. A massive role was played by translators who were highly prized for their skill.

Today, a key element in helping the Arab world develop further will be to invest in this sort of programme that will help enrich academic centres around the region with the latest works from all fields.

Translation is not just some base skill but a key to a glorious treasure of thinking, ideas and invention from all around the world that can provide a platform for more advances. ("Statements of Support," 2010)

Faiq (2000) points out the growing demand for translators since World War II, especially in the Arab world because Arabic was adopted as an official language in the United Nations and its agencies in the 1970s. However, "Arab academic institutions remain utterly unsuitable for translation and translators training" (Faiq, 2000, p. 95). The UAE with its diverse cultures has realized the vital role of translation in disseminating the use of Arabic in order to create a sustainable social change. In the UAE as a developing nation, two major ambitious translation projects were initiated and launched to utilize translation as a tool for development and national identity.

3. TRANSLATION IN THE UAE – KALIMA AND TARJEM

With globalization the importance of translation as a communicative tool becomes manifest more than ever before. Realizing the impact of translation on the development of civilizations; nations globally including the UAE are keen to invest in translation. In the UAE, translation as a professional field, undoubtedly, has developed alongside other professional fields which have flourished tremendously. Nevertheless, locating reliable and substantial sources dealing with or documenting the development of translation in the UAE has been found difficult. The following UAE governmental units and organizations have been solicited for relevant information:

1. Dr. Sultan Al-Qassimi Centre for Gulf Studies, according to the center's website (2008), inaugurated in 2007 in Sharjah University City. Although it "has been established for two years, it is considered as a reference to all historians, researchers and specialists from all over the world" ("Dr. Sultan Al-Qassimi," 2009). The librarian at the center advised to contact the National Center for Documentation and Research (A. Al Muhari, personal communication, February 2010).
2. National Center for Documentation and Research, according to the center's website (2010), established in 1968 in Abu Dhabi, one of its objectives is to build the UAE holdings in order to "be recognized as the primary resource for UAE history and heritage through increasing the size and value of" the UAE records, library and research holdings. Senior researcher at the center, Dr. Ali Omran Bin Darwish, stated that translation development in the UAE has not been researched yet and that local

newspaper reports or articles might be available on this topic (personal communication, February 15, 2010).

3. Dar Al Khaleej for Press, Printing and Publishing, according to Al Khaleej website (2008), established in 1970. Their archive department advised to contact Al Bayan newspaper because their electronic archive database only started in 2009 (O. Adas, personal communication, January 30, 2010).
4. Al Bayan for Press, Printing and Publishing, according to Al Bayan's website (2010), established in 1980. Their electronic archive system started in 2004. Their translation department advised again to contact the National Center for Documentation and Research (A. Salem, personal communication, January 31, 2010).
5. United Arab Emirates University Libraries Deanship, according to the library's website (2005), established in 1977. Their librarians confirmed and advised of the unavailability in their database of subjects dealing with translation development in the UAE (S. Abdullah, personal communication, February 10, 2010).
6. Sharjah Library, according to the library's website (2005), established in 1925. Their librarians confirmed the unavailability in their database of subjects dealing with translation development in the UAE. In addition, they advised to visit Dubai Library (A. Ahmed, personal communication, February 15, 2010).

3.1 Past and Present Contrast.

Although translation development in the UAE has not yet been adequately researched and documented, the documents maintained and exhibited in Dr. Sultan Al-Qassimi Centre for Gulf Studies do provide some information on

the status of translation in the UAE. Listed below are chronologically ordered and randomly selected archived documents, which, to some extent, show the interest in translation in the UAE in the past:

- In 1820 - General Treaty with the Arab Tribes of the Persian Gulf, archived document was filed in English and Arabic, but includes a note in both English and Arabic documents saying "In the event of doubt hereafter arising as to the precise interpretation of any portion of the English or Arabic text of one or other of the Treaty stipulations, the English text shall be considered decisive" (Tuson, 1990a, pp. 13-20). This is motivated by the fact the British had major military supremacy in the region at that time. On the other hand, the law on Telecommunication Regulatory Authority (2010) states on the authority's website, "This is an unofficial translation of the Law and is provided here for information purposes only. Reliance may only be placed upon the official Arabic version of the law as published" ("Legal References" 2010). Perhaps this Arabic language prevalence is a result of the Arabicization movement in the UAE and the entire Arab world. One may also not ignore the political situation and departure of the British troops from the region. Considering the UAE political independence and unique population structure, the Ministry of Justice "announced that every federal law passed since the UAE's founding in 1971 has been translated into English and will be soon available online" (Youssef, 2009). In addition, according to the Emirates News Agency website, the UAE government is working on a legislation to regulate the profession of translation. ("Al Majlis Al Wazari", 2010).

- In 1953 – Draft Banking Agreement between the Sheikh of Sharjah and The British Bank of The Middle East, the archived document states in article 6 , "The Bank notice must be exhibited in Arabic as well as in English on the premises of the Bank" (Tuson, 1990b. p. 685). This shows the importance of the availability of bilingual notices in the UAE banking system, nowadays, bilingual websites in Arabic and English of almost all the UAE governmental units are available for all to see.
- In 1962 – Trucial States Development Scheme, one archived document states, "unfortunately, from the outset, the Local Education Authorities in Dubai and Sharjah made it clear that they were not prepared to tolerate the presence of a British teacher in the schools" ("Education," 1961, February-1962, July, p. 345). What the UAE authorities had rejected in the past is nowadays acceptable, as native English teachers are tolerated in the educational sector as well as other sectors (see chapter four – Opportunities).
- From 1962-1975 Abu Dhabi Planning Documents archives were all in English. But, English and Arabic documents started to appear from 1976-1979 ("Development Plans," 1962-1995). This means that the UAE development planning documents used to be issued in English only without any Arabic translation. At present translation intervenes in all kind of market businesses in the UAE, according to Export.gov website: "The official government language within the UAE is Arabic, but the operational language is English, given that 85 percent of the population is expatriates from more than 100 countries" ("Market of the Month," n.d.). According to the UAE Yellow-Pages website

(<http://www.yellowpages.ae/>), there are 106 agencies (Dubai 63, Abu Dhabi 22, Sharjah 15, Al Ain 4 and Fujairah 2). These provide translation services for several languages such as English, Arabic, Farsi, French, Italian, German, Russian and Spanish. On the other hand, Egypt Yellow Pages website (<http://www.yellowpages.com.eg/>), for example shows 142 translation agencies operating in Egypt.

- In 1963 – A letter from Peter Pitman to the Political Agent in the Trucial States- Dubai (Archive Editions & Public Record Office, 1994, P. Pitman to A. J. M. Graige, March 13, 1963, p. 343), regarding sending nominees to the UK to learn English. This indicates the importance of learning other languages to be able to communicate successfully. Nowadays, translation degrees may be obtained from five universities in the UAE (see chapter four - Opportunities).
- In 1963 – Ruler of Sharjah and its Dependencies, Sheikh Saqr Bin Sultan Al Qasimi's Letter to John W. Mecom (Archive Editions & Public Record Office, 1994, S. B. S. Al-Qasimi to J. W. Mecom, August 26, 1963, p. 767). This letter appears to be the first bilingual (Arabic and English) letter issued by Sharjah authorities. All previous documents archived seem to be issued in Arabic only, with the translation being done by the British authorities. Whilst English original source documents seem not to have been translated into Arabic. On the other hand, the Judicial Department of the government of Abu Dhabi, according to their website ("ADJD runs," 2009), has been concerned with the issue of translation. This resulted in conducting regular translation sessions, "The session also featured the

importance of adopting highest level of precision in translations which should reflect the accuracy of the translated content".

3.2 Translation Development.

The above information covers the period from 1820 to 1975. However, in 1971 seven emirates merged to form the United Arab Emirates (UAE), a country which has witnessed remarkable developments in all fields as a result of this merger, as in the case of education, health, construction, trade...etc. These developments have been accompanied with development in the field of translation as explained in chapter two. However, it must be noted that nation development is not the only factor affecting translation development. The UAE does have unique population structure. According to the updated Central Intelligence Agency (CIA) Publications online ("United Arab Emirates" 2010), an estimate was based on "the results of the 2005 census that included a significantly higher estimate of net immigration of non-citizens than previous estimates (July 2010 est.)". CIA Publications online also states, ethnic groups in the UAE are Emirati 19%, other Arab and Iranian 23%, South Asian 50%, other expatriates (includes Westerners and East Asians) 8%, and adds, languages used are Arabic (official), Persian, English, Hindi and Urdu. In his article The Business Translating Nogueira said:

Translation is a service business, not an industry or commerce. The basic difference between industry, commerce and services lies in inventories. Industrial establishments keep at least two kinds of inventory: raw materials and finished goods. Commercial establishments keep only finished goods inventories. Service establishments, however, keep no inventories. (1998)

However, translation as an activity is not seen any more as merely a service, simply because it has the features that qualify it to be an industry. In the UAE for example, translation organizations, whether for profit or non-profit, have the two required kinds of inventories. The raw materials are the source texts which are subject to translation process in order to be transformed into finished goods which are the translated texts. Non-profit governmental translation projects such as Kalima and Tarjem have the selected books for translation as raw materials (inventory one), which go through the translation process to render the translated books as finished products (inventory two). Private translation agencies have the raw materials available (i.e. any kind of source text provided or selected for translation), job orders can be requested and carried out proficiently by these agencies, and the final translated text (the finished goods) are offered for sale online and offline. Munday (2008) described Interlingual translation as "translational action from a source text" (p. 78) and as a communicative process involving a series of roles and players:

- The initiator: the company or individual who needs the translation.
- The commissioner: the individual who contacts the translator.
- The ST producer: the individual within the company who writes the ST, not necessary always involved in the TT production.
- The TT producer: the translator(s) and the translation agency or department.
- The TT user: the person who uses the TT, for example as reaching material or sales literature.
- The TT receiver: the final recipient of the TT, for example the students in a TT user's class or clients reading the translated sales literature.

Collective translation projects are now a frequent occurrence in the translation world, that is a translation project which is carried out by a team of translators, however these require an integral vigilant project manager(s) to control strategic and operational functions of the allocated team. Kalima and Tarjem are two recent local translation projects which can be grouped into this new innovative translation mode, and they are highlighting the translation potential future in the region with their performances and achievements.

3.3 Translation Projects Kalima and Tarjem.

When a potential project arises as a subject for research and evaluation an essential itinerary concerning project lifecycle must be drawn up, so that project's goals/objectives can be assessed. Usually any project starts with an idea which can be translated into an initiative, whereupon, the initiator of the project provides the initial planning resources to the assigned project managers enabling them to commence the project planning phase. When the project plan is prepared appropriately, the next phase will be its execution which requires rigorous controlling to ensure that the project goals/objectives are accomplished at the project closing phase. These five phases form what is known as project life cycle (see Figure 1), which is explored further within translation environment in this thesis. A project is a "momentary endeavor" (p. 4) carried out to create "a unique process, system, product, or service" that helps a patron (initiator) achieve strategic goals and operational objectives, meanwhile, Project management is "the appropriate application of knowledge, skills, tools, and techniques" to initiate procedures in order to meet the project targets (Liberatore, Stout, & Robbins, 2007, pp. 4-18). As Kalima and Tarjem are both ambitious translation projects in the UAE, in this thesis their short-

term targets are referred to as objectives and their long-term targets are referred to as goals (differences are explained next), both projects goals/objectives are subject to study, analysis and evaluation. Therefore, the following adopted goals/objectives criteria have been used in this study (Liberatore, Stout, & Robbins, 2007, p. 19):

- Achievable
- Understandable
- Specific
- Tangible
- Measurable
- Consistent
- Assignable

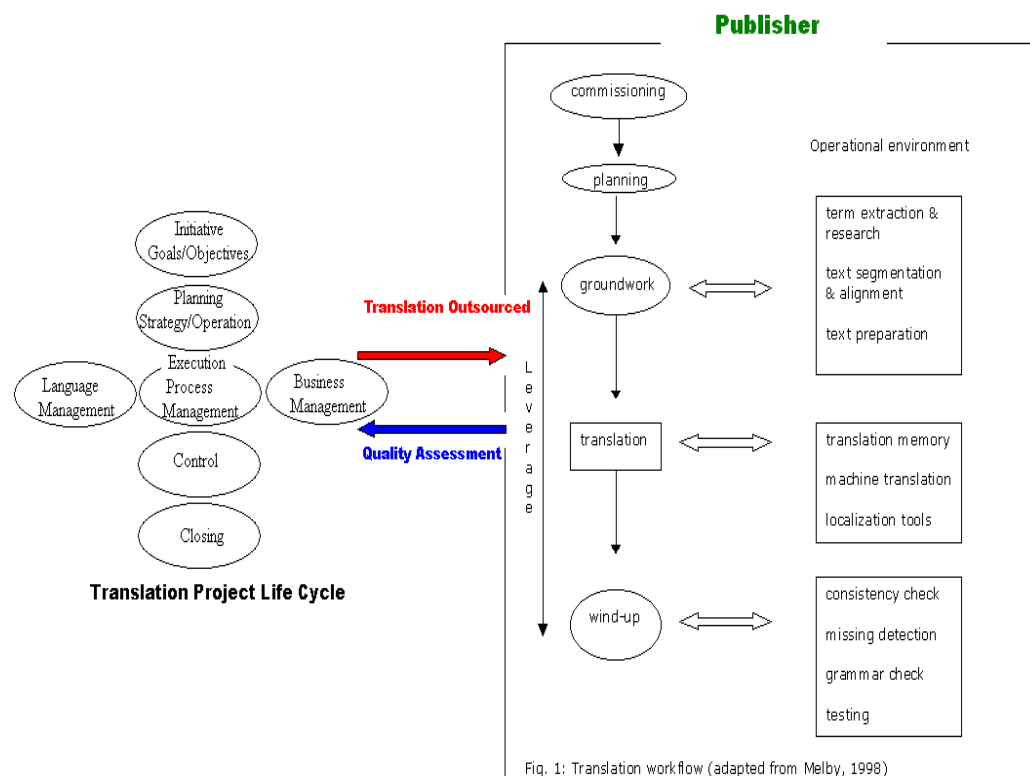


Figure .1 Translation Project Life Cycle & Translation Workflow
(Melby, 1998)

Initiative, planning, execution, control and closing form the five normal phases of any project life cycle. Commissioning in translation projects is the link between the translation project management and the translators, for example, the publishers when they are in charge of the translation work, they play a joint link roll between the translation project management and the translators. Figure adapted from Pérez (2002).

3.3.1 Kalima Project Life Cycle.

Project initiation phase. Goals/objectives are decided by the project initiator; therefore it is essential to identify, interview and understand the project initiator before any project planning process commences, invariably, the project plan must represent and fulfill the initiator's goals/objectives. The patron (initiator) of the project may be a "person, a committee or a department... etc." (p. 7), and occasionally the initiator is not 100% clear about various matters e.g. what they really want from project, their expectations, desires or motives etc. This is when the managers must excel their close and precise communication with the initiators so that the correct identification of the goals/objectives will be planned out, and the final work displays the success of the project. (Sarasohn & Luehlfiging, 2002)

Kalima initiation phase. The initiative of Kalima as a book translation project by Abu Dhabi Authority for Culture and Heritage (ADACH) was an assured result, after General Sheikh Mohammad Bin Zayed Al Nahyan's, Abu Dhabi Crown Prince and Deputy Supreme Commander of the UAE Armed Forces, speech at a ceremony in honour of the winners of the Sheikh Zayed Book Award. Sheikh Mohammad said:

Facts regarding culture in the Arab world are not very reassuring.

There are 300 million Arabs in the Arab world, but only 5,600 books are being produced a year, compared to 100,000 books in North America and 40,000 in South America and the Caribbean in one year in 2003. (Shamseddine, 2007)

Sheikh Mohammad triggered the initiation of The Sheikh Zayed Book Award after his visit to Abu Dhabi International Book Fair 2006, and then the Abu Dhabi government realized the importance of culture to enhance the progress of the UAE community, and that translation as a tool would promote the UAE and the Arab world culture. According to Sheikh Zayed Book Award (2006) website:

The award is independent and neutral, it is presented every year to outstanding Arab writers, intellectuals, publishers as well as young talent whose writings and translations of humanities have scholarly and objectively enriched Arab cultural, literary and social life.

The award established under the patronage and support of Abu Dhabi Authority for Culture & Heritage. The award is supervised by a Higher Committee that sets the general policies and a Consultative Council to follow-up on its operational mechanisms. The value of the award totals AED 7 million.

By the end of year 2007 and in order to mark the great event, UAE online portal *UAE Interact* on January 2, 2008 posted its highlights of major events in 2007. It listed Kalima launch on Oct 14, 2007: "Abu Dhabi Government launches the biggest translation scheme in the Arab world" ("Highlights," 2008).

Kalima, (word) in Arabic, was initiated by ADACH and benefits from the backing of the Crown Prince of Abu Dhabi; it is to fund the translation, publication and distribution of quality titles from all genres from other languages into Arabic and vice versa. Kalima's achievable, tangible, consistent and measurable short-term objective is stated clearly in these few lines, "Every year Kalima will select 100 candidate titles of classic, contemporary and modern writing from around the world to be translated into Arabic." (Kalima, 2010b). On November 21, 2007, Kalima announced its first list of 100 candidate book titles for translation into Arabic. On the other hand Kalima seeks to achieve the following long-term broad, intangible and immeasurable goals:

- Open up new book distribution channels and upgrading the existing ones.
- To support and promote the Arabic book industry on the international stage.
- Encourage more translators with better proficiency.
- Become the first marketers of Arabic books on a major scale. ("Our Objectives" 2010)

Kalima's win/lose concept within the normal profitable projects is not an issue because Kalima belongs to non-profit organizations and its core goals are intangible and socio-cultural in general. Proper identification of Kalima's goals/objectives was made at the initiation level, and obviously they were communicative to the project management besides being announced to the public, which achieves transparency as another very important feature of project goals/objectives.

Project planning phase. Projects are designed to achieve goals/objectives. In short, goals and objectives can be differentiated as following ("The difference," 1996):

Goals are broad; objectives are narrow.

Goals are general intentions; objectives are precise.

Goals are intangible; objectives are tangible.

Goals are abstract; objectives are concrete.

Goals can't be validated as is; objectives can be validated

Planning is a key concept in any successful project. According to Sarasohn and Luehlfig, "Once the initial commitment is made to a project, there are three keys to its successful management—planning, planning, and planning" (2002, p. 7). Pérez (2002) also emphasized the importance of planning in the translation field, by stating in her article about translation project management finding that a carefully devised plan will allow for the efficient completion of the project, and will also facilitate the manager's job if any readjustments are required in terms of time, staff or budget. Project plan addresses the following:

- Scope, examples: whom do we translate to? what languages?
- Definition, example: what translation strategies or policies to use?
- Schedule of activities, examples: book selection schedule, translation quality assessment as procedure (explored in chapter four) and book's review timeframe.
- Budget, example: funds allocated to book selection process.
- Required resources, examples: staff, translators, distributors and publishers.

- SWOT of the project, example: lack of qualified translators (discussed in chapter four)
- When the project planners know their agenda of work, the planning team breaks down the project's work into precise small tasks that can be more accurately measured in terms of:
 - Time (duration), example: the required time to translate, review or edit a book.
 - Resources, example: the required number of translators to finish the work on time.
 - Cost, example: the professional translator wages and inexperienced translator wages.

Kalima planning phase. In the process of setting up any plan, goals/objectives of the project must be involved all the way through the project life cycle. For example, Kalima's yearly objective is to select 100 candidate books for translation into Arabic. Meanwhile, Kalima hopes this number will increase as their funding increases. In this instance, Kalima from day one must design plans taking into consideration the future fund and project expansions in order to constrain the expenses of updating plans for Kalima.

To summarize the above, Kalima's goals/objectives are to be achieved by the following activities which are announced in Kalima's website, and were found to be understandable and specific which makes them subject for the following strategic and operational plans classification:

- Selecting quality titles across all genres. (short term objective that requires operational plan)

- Funding quality publishing houses across the Pan-Arab context to translate, print, and distribute the selected titles. (short term objective that requires operational plan)
- Support marketing and distribution initiatives for books by introducing new and effective distribution channels and upgrading existing ones. (both short term and long term objectives/goals that require operational and strategic plans)
- Investing in new translators to encourage more translators with better proficiency in the future. (both short term and long term objectives/goals that require operational and strategic plans)
- Becoming the first 'marketers' of books in Arabic on a major scale. (both short term and long term objectives/goal that require operational and strategic plans)

Kalima's strategic plans were stemmed from ADACH, which was created in October 2005 and administered by a board of directors chaired by H. E. Sheikh Sultan bin Tahnoun Al Nahyan. The creation of the ADACH was a direct result of the implementation of the ADACH Management Strategy, which is a 5-year strategy prepared by a UNESCO-led team working closely with local experts. The Strategy identified the principal issues affecting the development of Abu Dhabi's culture and heritage and laid down goals for its activities ("Celebrating Culture," n.d.). Working with UNESCO in setting strategies is solicitous, especially when considering the translation experience in the Arab world which UNESCO has obtained.

Project execution phase. This is implementation of the project plan by executing the activities included therein. Once the project is planned,

individuals with knowledge, information, and experience combined with critical resources such as funds and assets should be assigned for project inclusion. A project manager should "naturally evolve through the planning process, but if this does not happen, one needs to be appointed early" (p. 7) in the execution process, additionally, all "critical departments, functions and/or locations should be represented" on the project management team in order to "facilitate" the execution process, in this regard, individuals on the team will need the full support and guidance of their "immediate supervisors", who will have to be responsible for the resources lost in the project (Sarasohn & Luehlfig, 2002).

Liberatore, Stout, & Robbins (2007) added, execution is the "primary process" (p. 7) in the project, hence "the vast majority of the project's budget will be expended in performing this process". The project manager must do the following:

- Allocates project resources to "maximize results"
- Prioritizes the work and "delegates responsibilities" as needed
- "Coordinates the human and other resources needed" to carry out the project plan
- Monitors continuously the performance so that "corrective action" can be taken as needed
- Forecasts of "final cost and schedule" are used to support the performance analysis

During the execution phase, plans can be implemented effectively by achieving goals/objective as planned for, or they can be implemented

efficiently by achieving the goals/objectives as planned for but with less time duration and/or resources. (p. 21)

Kalima execution phase. When ADACH initiated its translation project, it is such a huge project that creates numerous mini projects at the execution phase. Each book translation can be classed as a mini project by itself as it has objectives to achieve using prepared plan. The translation work process begins at the commissioner who is responsible for organizing of the translation task (see Figure 1). Commissioning is the link between Kalima as book translation initiator and the publisher who is in charge of the book translation. Kalima selects the books based on a set of strategic criteria, but it outsources the translation, publication and distribution tasks, which means its goals/objectives are assignable. Therefore, any book translated requires a set of standards to be evaluated at the execution phase. Kalima is not directly responsible for the translation workflow itself but it is responsible to ensure the attainment of a quality translation (explored in chapter four) of all books produced. Publishing and distribution also go out of Kalima's execution scope, but Kalima is still responsible for ensuring quality publication and distribution in order to achieve the ultimate goals of its strategic plans. Assignments and responsibilities are distributed in the planning phase in order to be carried out in the execution phase; any negative feedback during the execution phase would trigger changes on the operational plans.

Project controlling phase. Controlling a project is about comparing the actual performance against the projected performance, analyzing variances, evaluating possible alternatives, and taking appropriate corrective action if necessary (Sarasohn & Luehlfiging, 2002, p. 7). For example, an operational

team translating a book, a list of deliverables and a list of critical assumptions or translation quality standards should be identified and approved to the project team. Also, a list of risks associated with the completion or failure of the project targets should be provided and approved by the project's sponsors (see SWOT analysis in chapter four). Such risks within the translation project field would include, but not be limited to, immeasurable quality translation costs due to lack of professional translators. This risk may provoke the sponsors to withdraw from the project. In this regard, unrealistic assumptions must be eradicated and replaced with realistic ones. For example, giving unrealistic time deadlines to professional translators is dysfunctional and a harmful assumption, because true translation professionals will seek other opportunities and avoid unnecessary aggravation that result from such situations.

Kalima controlling phase. Kalima's strategic plan is to revive the Golden Age of translation and to rejuvenate the Arab world's fragmented book industry. Kalima planned to achieve this by bringing together publishers, literary agents, authors, translators and distributors to increase accessibility and choice of books available to Arabic readers. Kalima has considered translation quality a goal/objective which should have a set of quality standards to evaluate and control, to ensure success of this goal/objective (explored further in chapter four). The project phases overlap and controls should be continually appraised to adjust the project whenever SWOT analysis indicates a positive or negative change. Measurable and validated goals/objectives with controls can lead to effective or efficient goals/objectives attainment. Kalima being a nonprofit foundation distributes

translated books free of charge. Executing its distribution operational plan, 10,000 books were distributed to children in Al-Ain and western UAE area schools, the books were dispersed in smart-coloured bags containing 10 books to pupils of 38 boys' schools and 39 girls' schools, targeting both outstanding students as well as learners with special needs ("Mashruu` Kalima," 2010, para. 1-4). This is another obvious example about how Kalima considers the external risk or threat in its operational plans, the distributed books might reach careless children who would not appreciate them, thus not helping Kalima in achieving its strategic goals.

Visiting the Kalima project revealed that practical controls which Kalima required after its outset led to a new approach. Kalima recovered its outsourced responsibilities which are: the purchase of copyrights, translation, editing, and printing, hence allowing them to publish independently. During Abu Dhabi International Book Fair 2010, Kalima has offered an adjusted subsidy offer to Arabic publishers Jusoor (see Appendix), which included some controls that had been absent from Kalima's original approach. Basically, Jusoor initiative was intended to promote the future development of the Abu Dhabi Book Fair by restricting the participation to Arab publishers attending the Book fair who are interested in translating the works of non-Arabic publishers attending the Book Fair as well.

Project closing phase. Closing process is to move the project "to completion, termination, or transition to the next life-cycle phase" (p. 22), as at project closing, designated individuals may be disbursed to other projects or units (Liberatore, Stout, & Robbins, 2007). For example, if external consultants are involved in a translation project development, there will be a

critical need to obtain and train individuals willing to accept ownership of the translation project at its completion (at the point of ownership transfer). The closing process often includes analyzing project success, effectiveness, and lessons learned to archive this information for future use (Sarasohn & Luehlhing, 2002, pp. 1-12).

Kalima closing phase. Kalima as project was created to remain as a division under ADACH, which proves Kalima's goals consistent and general intention. Therefore, the closing phase will not exceed the evaluation of the plans implementation. After achieving the long-term goals another strategic plan should be set to maintain and update the so far achievements.

3.3.2 Modeling Tarjem as Translation Project.

Tarjem was initiated, established and launched to achieve non-profit translation goals/objectives. The project adopted different translation project strategies than Kalima, and decided not to translate internally and to outsource the translation tasks using outside institutions (publishers). Tarjem, (translate) in Arabic, was initiated under The Mohammed Bin Rashid Al-Maktoum Foundation (MBRF). Upon the announcement of the foundation tasks Sheikh Mohammed Bin Rashid Al-Maktoum, Ruler of Dubai and the UAE Vice President and Prime Minister, said:

You also know that the great challenge in the question of knowledge is not limited to a shortage in producing it, or to the type of that production. It also goes to the weakness in the components of the basic structure of knowledge, to its forms, administration, systems, and the dominant work culture.

The Mohammed bin Rashid Al-Maktoum Foundation is launching an organized and studied effort to participate in facing this challenge. It is my pleasure to announce today the projects of the next stage.

("Mohammad Outlines," 2007)

On February 13, 2008, Tarjem was launched by the MBRF to inspire translation work in the Arab world context. Tarjem's achievable, tangible, consistent and measurable objective is stated clearly in these few lines, "The program seeks to double translation work throughout the Arab world, targeting a total of more than 1,000 books in three years." ("Mohammed bin Rashid," 2008). Tarjem program seeks to achieve the following broad, intangible and immeasurable long-term goals:

- Stimulate high quality translation of the world's book bestsellers from various languages into Arabic
- Re-establish the role of translation as an important tool in facilitating inter-cultural dialogue
- Bridge cultural gaps, especially with countries that are not easily accessible to Arab readers
- Encourage translation from and to other languages

Translation operational model. To avoid the complexity of studying strategic plans (vision, mission and goals) of the MBRF which Tarjem comes under, this thesis concentrates on the translation operational plans of Tarjem only, and for additional simplicity and clarity the study purposefully summarizes the following steps which can be linked as the book translation model in Tarjem:

Step 1.

Procedure: receive online applications from publishers with a list of books the publisher proposes for translation

Objective: to receive an accepted list of nominated books for translation from the publishers

Standards:

- Tarjem Programme deals with publishing houses, not with individuals
- Publishing houses interested in associating with Tarjem should be certified and registered in the publisher's home country
- Publishing houses should have previously translated and published at least 10 books
- The proposed books by each publishing house should be no more than 20

Evaluation: investigate the publishers translation quality qualifications

Feed forward: accepted applications

Step 2.

Procedure: online applications will be reviewed and sorted according to Tarjem policy and strategy requirements

Objective: to do final screen for the applications to shortlist them for the evaluators panel

Standards:

- A synopsis of the book
- The author's biography: country of origin, earlier works, achievements (awards, appreciation certificates)...etc.
- Information on the translation rights and the original publishing house

- A brief on the publishing house's evaluation of the value-addition the book will provide to Arab-world context
- Proposed retail price of the book
- A translatable book with translation quality standards

Evaluation: investigate the books translation quality standards

Feed forward: screened applications to assessment panel

Step 3.

Procedure: Assessment panel will study books meeting the conditions

Objective: Evaluators assess the proposed books

Standards: network of Arab intellectual and professional translators, intellectuals, academics and experts in different fields are to be consulted

Evaluation: assess the books translatability and acceptability in the Arab world context

Feed forward: approved books for translation

Step 4.

Procedure: sign a contract with the publisher committing to purchase 1500 copies of every translated title. As per the contract, the authors will receive 10% of the total book sales from the publishing house, including the 1500 copies that will be bought by Tarjem from the publishing house

Objective: to place the translation order to begin the process

Standards: the publisher coordinates with Tarjem as per a pre-determined time and quality schedule

Evaluation: match Tarjem requirements with the publisher qualifications.

Tarjem must oversee that the publishing house obtains all the needed approvals from the original authors and publishers

Feed forward: follow up on the agreement

Step 5.

Procedure: follow up on the translation progressions

Objective: follow up

Standards: as per contact

Evaluation: compare the accomplishments to the conditions

Feed forward: the translated book for final assessment

Step 6.

Procedure: The translation script will be scrutinized by the quality panel of the foundation that should have professional translators, editors, book designers. If approved, the script will be sent back to the publishing house for publishing

Objective: to approve the translated book for publishing

Standards: as per Tarjem's specific standards to translate each book

Evaluation: as per the evaluation report produced by the quality panel

Feed forward: the book translation manuscript for publishing

The UAE's most recent, non-profit and enthusiastic translation projects Kalima and Tarjem were picked up as two cases for study analysis and evaluation. The selection is based on the significance of these two projects goals/objectives, which are deliberated in order not to benefit the UAE culture and community only, but were extended to reach the entire Arab world context. They have received unique support from the UAE government, which is spotlighted by the UAE media who have covered most of the relevant events and activities of these two projects. Apart from the creation of these two projects with large scale goals and objectives, these projects have gone beyond translation and involved all book producing principles such as

publishers and distributors be it in the local of the UAE or internationally. It is essential to stress the point that both projects are non-profit, and they are receiving huge governmental financial backing, which presumably will make significant impact on the Arab world context translation industry in general and on the UAE in particular. Kalima and Tarjem SWOT analysis and translation quality assessment are introduced next.

4. ANALYSIS, EVALUATION AND FINDINGS

4.1 SWOT Analysis.

SWOT analysis is a strategic planning tool useful for planning, and for delineating information important to making decisions about allocation of resources in the competitive environment that institutions and organizations operate within. In short, SWOT Analysis looks at and defines the strengths and weaknesses of the internal environment of the organization or organizational unit, as well as the opportunities and threats within the external environment to the organization or organizational unit (see Table 1). It is a tool that can be utilized at multiple levels and during all phases of the project cycle (see Kalima and Tarjem project life cycle and translation project model respectively in chapter three). During the 1960s Stanford Research Institute conducted research that eventually led to the development of the SWOT analysis tool. The use of the SWOT Analysis as a planning tool has been expanded beyond its initial use in business, and is commonly used as an initial step in the planning process by public agencies, academic institutions, and other organizations. Further development of SWOT analysis made it useful in assessing the value of new projects and new ideas, and any other situation requiring a decision ("SWOT Analysis," 2006). Therefore, SWOT analysis found applicable to Kalima and Tarjem as translation projects, and the following issues were addressed to them:

- Product – Translated Books
- Process – Internal management process/ External Publishers Process
- Customer – Arab world/worldwide translated book readers

- Distribution – Internal Distribution Department/External Bookstores
- Finance – Non-profit projects financed by the UAE governmental units
- Administration – Kalima and Tarjem project staff/facilitators

Table .1 SWOT Analysis for Kalima and Tarjem

SWOT Analysis for Kalima and Tarjem	
Internal Environment	
<p>Strengths (list)</p> <ol style="list-style-type: none"> 1. The direct tangible and intangible sponsorship from the UAE governmental units. 2. Translation Education/Training Programs Sponsored/Conducted Internally by the Projects. 3. Competent Managerial Staff. 4. Operational Process Automation. 	<p>Weaknesses (list)</p> <ol style="list-style-type: none"> 1. Lack of Translation Quality Assessment Controls. 2. Inadequate Translation Commissioner Policy. 3. Weak Interaction with Readership. 4. Weak Translation Development Plans.
External Environment:	
<p>Opportunities (list)</p> <ol style="list-style-type: none"> 1. Five accredited universities in the UAE offer translation graduate and/or undergraduate (as major or minor) degrees. 2. Utilization of Machine Translation (MT). 3. The existence of the electronic-book (eBook) as a book distribution channel online. 4. Collaboration with units that require and support Arabic book translation. 	<p>Threats (list)</p> <ol style="list-style-type: none"> 1. Insufficient and/or unreliable researches, surveys and databases on translation, publication and book industries in the Arab world context. 2. Insufficient Arab/Arabic associations for translation 3. Publisher's issues 4. Lack of professional translators

Table .1 SWOT Analysis looks at and defines the strengths and

weaknesses of the internal environment of the organization or organizational

unit (example: translation project), as well as the opportunities and threats within the external environment of the same organization or organizational unit.

Process in Developing a SWOT Analysis:

1. Define the objective of the SWOT analysis clearly: It is the purpose of this thesis, by conducting SWOT analysis to evaluate Kalima and Tarjem as translation projects in the UAE and the entire Arab world.
2. Define the Object of the SWOT analysis: The SWOT analysis object in this thesis is Kalima and Tarjem. ("SWOT Analysis," 2006)

4.1.1 Kalima and Tarjem - Internal Environment.

The direct internal environment for Kalima and Tarjem translation projects is the project's management itself, while its indirect internal environment is the government unit which the project is affiliated to. These projects as governmental and organizational units get affected by what is done by the project management itself and/or the government unit that sponsors the project. Therefore, the decision makers and the planners of the project should study the direct and indirect internal surroundings before making any decisions or depicting any plan in order to avoid the unexpected and to make ultimate use of what is already available.

4.1.1.1 Strengths. Are attributes of the project's unit/department likely to have a positive effect on achievement of the project's desired goals and objectives. If so, operational plans and strategies to capitalize on these strengths can be developed.

Strength.1 The direct tangible and intangible sponsorship from the UAE governmental units.

- The UAE translation projects were initiated under the UAE governmental units, which guaranteed provision of the necessary funds and intangible support as well to insure the projects continuity and goals/objectives achievement, as both projects are non profitable.
 - The projects do not to accept public donations.
 - In the Arab world context there are similar translation projects which are initiated and funded by government units. For example some of these listed below were according to ASHARQ AL-AWSAT newspaper article (Salama, 2007, December 10):
1. Translation National Center (TNC) in Egypt is non profitable but does accept donations according to Egypt State Information Service (ESIS) website ("Decree 381" 2006, November 01). Closer inspection of the TNC in Egypt revealed that this project is a continuation of previous projects that were initiated and developed by the Egyptian government one of which being the National Project for Translation, 1995. When a project achieves its initial goals/objectives, the boundaries are changed and new range of goals/objectives are initiated (see Translation Project Life Cycle - Closing phase in chapter three). The National Project for Translation announced and celebrated the 1000 books translation in 2006, by then the TNC announced clearly they have the funds allotted for their translation aims, "In 2006, a presidential decree was issued to establish the Translation National Center...outlined a programme to translate 300 titles under six stages till the end of 2011. An amount of LE 10 million was allocated for the translation national project.", According to ESIS ("The National Project," 2007; "The National Project," 2010).

2. In Kuwait the National Council for Culture, Arts and Literature since 1973, is non profitable, however, Kuwait Foundation for the Advancement of Sciences (KFAS) was an unprecedented project in the Arab world in 1967, accepts donations ("Kuwait's Support," 2003).
3. King Saud University Translation Center (KSUTC) in the Kingdom of Saudi Arabia (KSA), since 1977 is non profitable. The center specified its available budget for authors, inspectors, and translators, which is an amount that does not exceed 50,000 Saudi Riyals. Same limit applies for authorship, translation of encyclopedias and books with several volumes. Remuneration in the amount of 2000 Saudi Riyals for one book is given to whoever may be asked to review the composed, inspected or translated books, this is according to the Translation Center website ("Services rendered," n.d.). KSUTC "has produced a large number of quality translations in various fields, from a number of languages into Arabic, and vice versa. The KSUTC has translated more than 300 works from various languages into Arabic, including English, Italian, Japanese, French, and Turkish" ("Library Statement" 2009).

On the other hand, The Canada Council for the Arts, announced clearly and specifically their payments for translation work. "For 2009-10, the Department of Canadian Heritage has transferred \$750,000 to the Canada Council's Book Publishing Support: Translation Grants program. The additional funds will enable the Department, working in partnership with the Canada Council" ("New Funds," n.d., para. 2). The Canada Council is encouraging more translation projects but at a higher level of proficiency. The

increases in per word rates and limits are published on their website as following:

- \$0.25 for poetry (up from \$0.20)
- \$0.20 for drama (up from \$0.16)
- \$0.18 for fiction, literary non-fiction and children's books (up from \$0.14)

An increase in maximum grant amount is clearly specified as \$ 5,000, makes the maximum grant available for any one translation \$25,000 (up from \$20,000) (para. 3).

According to a research commissioned by the Next Page Foundation and conducted by Thalassa Consulting, Meiering (2004, p. 7) said:

Salaries or – more commonly – fees or honoraria for translators vary widely across the Arab world, depending mainly on three factors – country specific income levels, the degree of linguistic difficulty of a given publication, and the sponsor of individual translation projects. Regarding the discrepancies in income between Arab states, low-income countries are generally also low-cost countries when it comes to translation. Broadly speaking the remuneration per page may vary from 5 EUR up to 25 EUR. Unsurprisingly, public sector publishing houses are known to have very tight budgets, while prestigious private companies are likely to be charged more by translators. This trend grows even stronger when it comes to foreign donors, who are, even in low-cost countries, expected to remunerate above the level of what would be locally acceptable.

Analysis and Evaluation. Difficulties were encountered trying to find reliable, adequate and precise financial figures about Kalima and Tarjem

translation payment rates and limits. Investigation revealed that the UAE translation projects do not specify payment rates for the translations as in the above example by the Canada Council.

Tarjem published, in each book translated, the total amount allotted for the MBRF which is an endowment of 10 billion USD in total. However, Kalima at its outset did not announce any information about the funds allotted. The new Arab publishers scheme Jusoor, however, has declared the subsidizing limits to the Arab publishers should not exceed 3000 US dollars for the title selected (see Appendix).

Although the exact figures for the funds allotted to the UAE translation projects have not been declared during this thesis research, the UAE government understands the public benefits of such translation projects and made the decision to subsidize the projects totally, whereupon top ranking individuals in the UAE government declared their support at the initiation phase of these translation projects (see chapter three), however:

- Being upfront and stipulating the translation payment rates and limits provides confidence to the translation commissioners whether they are individuals, publishers or organizations.
- Clarity of available finance increases trust between the dealers and encourages the translation commissioners to manage and plan for quality translations.
- Standardizing the translation rates provides a stabilizing influence in order to control the project (see chapter three - Controlling phase), as the projects should have sufficient controls to insure achieving their goals/objectives. There are interest conflicts between the UAE translation

projects and their translation commissioners (publishers) as the former are non profitable but the latter are profitable, the translation rates should be provided by the UAE translation projects based on a market study that considers the quality of the translation beside the other factors mentioned in Next Page Foundation Report.

- If the translation rates are not affirmed from the onset, the commissioners (i.e. profitable organizations) would go for low rates in order to gain the translation orders. But, this might jeopardize the translation quality by hiring less qualified translators in order to reduce their expenditure enabling them to profit from the translation orders.

Strength.2 Translation Education/Training Programs

Sponsored/Conducted Internally by the Projects.

The lack of professional translators is a universal problem (see SWOT analysis - Threats of this chapter), therefore, planning and initiating programs to provide instruction and train to translators in the Arab world context is a valid internal strength for translation projects.

Analysis and Evaluation. According to the MBRF (Turjuman Programme, 2010), Turjuman (the Arabic word for Translator) is a Programme aimed to elevate the quality of translation in the Arab world, by providing translators with the opportunity to attend training sessions or get higher qualifications, in order to produce quantitative and qualitative translation work that matches the highest expectations. Kalima has realized the importance of investing in translators' qualifications, this aim listed amongst their goals and objectives, although Kalima's website does not show anything related to the implementation of such aim. However, searching the books translated by

Kalima recently revealed that Kalima now deals with the translators directly, sometimes cutting out the middle man, namely the publishers. Kalima's management discovered that their previous strategy was not adequate or appreciative enough to the translators or their work in the Arab world. Thus has resulted in Kalima being directly involved in the translation process.

The Foundation offers qualified applicants the opportunity to attend a six-week training session, and introduces them to state-of-the-art CAT tools that would facilitate their work... The Foundation offers Arab translators the opportunity to get master's degree in translation from some of the best universities in the Arab World. (Turjuman Programme, 2010, para. 4-7)

Turjuman provided the training and education for the translators but job opportunities were not guaranteed for the attendees. The translators' development program requires a link with the translation project Tarjem, ensuring that Tarjem project initiator can directly benefit from the investments made on the translators' education/training. Meanwhile, Kalima should announce on its website the incentives they have arranged in order to achieve their translators support targets.

Strength.3 Competent Managerial Staff.

As explained in chapter three, the development of translation as a task has progressed from merely individual work to project processing work that requires teamwork and project management, this makes competent managerial staff a strength that plays a valid role in the success of the translation projects, as large team translation projects are commonplace. For example, translator A translates a number of book pages and sends the source and translation texts to translator B for editing; translator B has also translated another set of book

pages and sends the source and translation texts to translator A for editing; changes are made based on the suggestions by each translator; the finished product (Book) of this collaborative translation work is checked additionally by an in-house reviewer at the translation organization before it is shipped off to the distributors (Robinson, 2003, p. 103). Managerial staff plan, organize, manage, coordinate and control the translation work among the organization units.

Analysis and Evaluation. Visiting the UAE projects revealed that their staff is organized managerially and their operational plans setup, process and implementation are adequate. Their staff clearly defines their objectives with the operational plans to achieve them along within the anticipated risks, which are analyzed to propose solutions for them.

Tarjem team showed professional coordination and cooperation in their organizational structure with sufficient communication skills. They appeared to have high managerial skills and adequately designed information systems. Project management staff as an integral element for translation projects must incorporate the SWOT analysis from a-z in the project life cycle. The SWOT analysis should be demonstrated side by side with the projects missions, visions and goals for its importance.

Strength.4 Operational Process Automation.

Both Kalima and Tetjem have websites which automatically display the projects internationally. The two projects accept applications and register new participants online, and use the email communication as a reliable tool to increase proficiency.

Analysis and Evaluation. The two projects have a time frame in terms of the number of translated books to be achieved during a certain period of time, therefore, using an automated system for business communication and operational applications is useful as it reduces time and effort and maintains the database for the projects decision makers. However, it has been observed that both projects require an intensive website update and maintenance campaign, which both projects are currently working on (A. B. Tamim, personal communication, May 26, 2010; Tarjem Programme, 2010).

4.1.1.2 Weaknesses. Are attributes of the project's unit/department likely to have a negative effect on achievement of the project's desired goals/objectives. If so, operational plans and strategies to minimize the effects of these weaknesses can be developed.

Weakness.1 Lack of Translation Quality Assessment Controls.

Translation quality assessment is one of the main tasks to accomplish any translation job order, translation quality standards should be stated and defined clearly to the translation commissioners (see 4.2 TQA in this chapter). Searching the UAE translation projects revealed that the projects rely totally on the translation commissioners to investigate the matter of the translation quality, and as explained earlier there is a conflict of interest between the translation project initiators and the translation commissioners. Examining a confidential list of the projects' evaluation panel revealed that most of the evaluators are not knowledgeable of the translation field, as they do not have any translation record in their profiles.

Analysis and Evaluation. Investigations revealed that the projects' planners do not differentiate between the book editing task and the TQA task,

which are not alike. TQA contains the editing task for a translated book which is an obligatory, whereas authored books require editing only that has nothing to do with the TQA, therefore the standards necessary to assess the authored books and the translated books should differ.

According to an interview with the Kalima CEO, "He confirmed visibility and objectivity during the translation process stressing that it is impossible to omit a word from the original text" ("Interview with Kalima," 2007), while translation theory allows for justifiable deletion and addition as long the meaning is preserved. According to Baker (Munday, 2008), this word-for-word method proved to be unsuccessful and had to be revised using the sense-for-sense method:

The second method, associated with Ibn Ishâq and al-Jawahari, consisted of translation sense-for-sense, creating fluent target texts which conveyed the meaning of the original without distorting the target language (Baker 1998:321). (p. 22)

Translation quality control should take place by a panel specialized in translation assigned by the project management. There should be clear differentiation and job segregation between the book editing tasks and the translation quality assessment tasks. The former is to find the editing errors but the editor would not check the TT for mistranslation, whilst the latter is to check the source text to ensure that meaning and cultural references had been rendered correctly. During the translation process, the mini-project manager should monitor the activities of the translation team on a weekly basis; to ensure that targets are attained. If certain translation tasks are not being completed in a quality manner, the manager must engage additional resources

to assess, review and correct the situation before the completion date of the translation.

Weakness.2 Inadequate Translation Commissioner Policy.

The UAE translation projects achieved phenomenal success in terms of the number of translated books. In comparison, the Translation Center of the National Council for Culture, Arts and Heritage of Qatar (Al Markaz Al Yawm, 2007), opted to hire highly qualified translators to produce their translations, however this has had the detrimental effect of their translating seven books in two years (from their commencement year 2005 up to the year of their website update 2007). Browsing Kalima's website some translators appear to have no translation or translation related tasks or experience, from their profiles.

Analysis and Evaluation. Following some publishers (commissioner) criteria set by the UAE translation projects that are applied:

1. Publishing houses should have previously translated and published at least 10 books
2. Publishing houses interested in associating with the Foundation should be certified and registered in the publisher's home country
3. Publishing houses should propose no more than 20 books

Investigations reveal that the UAE projects fail to probe the publisher's capability, and with comparison to the Literary Translators' Association of Canada they may have overloaded the publishers by giving them permission to translate 20 books. On the other hand, The Literary Translators' Association of Canada ("New Funds," n.d., para. 8) announced a new maximum of eight translation projects at any one time (that is, eight supported by their program).

In addition, the publisher's translation specialization is not mentioned anywhere, however occasionally a particular book genre requires specific translation skills.

The commissioner policy requires further reconsideration and review. Translation is a service that basically depends on the translators' qualifications and experiences. As explained before, early identification of the internal weaknesses helps to rectify them on time, which increases the projects' success chances. The commissioner policy conditions should include specific terms pertaining to genre experience/qualification and translator competency in order to acquire quality translations.

Weakness.3 Weak Interaction with Readership.

The UAE projects' websites are not regularly updated with the latest news and books translated. The UAE projects are not providing a ratings system online for the book readers to survey their book demand and views on the quality of the translation. Reader's feedback forms are not provided either in the published books.

Analysis and Evaluation. Arabic-speaking readers are the targeted customers of the UAE translation projects, therefore their feedback of the books translated are valid tools for improvement. It is recommended that the UAE projects survey readers as to: book selection, translation quality, design, price, distribution means...etc. Book market surveys need to be conducted frequently to understand the readers' desires and market requirements.

Kalima executed its book distribution operational plan (i.e. distribution of 10.000 books to children), strategically to coincide with the summer vacation to encourage free time reading. This is a clear example of using external

environmental opportunities to achieve their planned goals/objectives (i.e. recognizing the importance of the readership circumstances) ("Mashruu' Kalima," 2010, para. 1-4).

Weakness.4 Weak Translation Development Plans.

As explained earlier translation develops over time (see chapters one and two), therefore, each translation organization must allow for continuous development in their project plans. A terminology databank for instance, must be established and maintained appropriately. Also as machine translation starts to prove its effectiveness and efficiency in some fields (see opportunities next), investment in machine translation may become a necessity in any translation project. So far nothing in the UAE translation projects is mentioned about the terms, idioms and phrases databanks which are translation byproducts, investments in translations' databank is highly recommended for the UAE projects in order to make the utmost use of what they produce and pay for.

Analysis and Evaluation. While the Arab world context is suffering from deficiencies in the number of books translated (see chapter three), the UAE translation projects were initiated to alleviate this, however, translation methods used during Beit El Hikma time do not work nowadays. Arabs need to utilize available technology. This would require that all current terminologists should amalgamate as one body, thus allowing their work to be readily accessible for reference, there should be mutual exchange of information between Arab language academies, with the hope of unifying neologisms. Development plans must be prepared in order to research what is required to carry this out and the appropriate methods to do so. Translation

process is repetitive, however, sometimes unique cases interfere which should be a learning source for new information or experience. Planning for each book translation can be a learning process, therefore, translation guidelines could be developed based on practical experiences.

4.1.2 Kalima and Tarjem - External Environment.

The direct external environment for Kalima and Tarjem is the UAE, which is one of the Arab world context countries. The UAE, which as a country, gets affected by global issues. Therefore, the decision makers and the planners should always study their direct and indirect environment upon making any decision or plan in order to avoid the unexpected and utilize what is already available.

4.1.2.1 Opportunities. Are conditions external to the project's unit/department likely to have a positive effect on achievement of the desired goals and objectives. If so, strategies to exploit these opportunities can then be identified.

Opportunity.1 Five accredited universities in the UAE offer translation graduate and/or undergraduate (as major or minor) degrees.

The UAE Ministry of Higher Education & Scientific Research (MOHESR) website (<https://www.mohesr.ae/ar/default.aspx>) states that, its mission is to promote educational excellence across diverse institutions of higher learning in the UAE. Through "licensure" of colleges and universities, and accreditation of individual programs, the MOHESR "Commission" strives to assure high quality education, consistent with international standards. The following are the findings about the universities that provide academic translation education:

AJMAN UNIVERSITY OF SCIENCE AND TECHNOLOGY (AUST)

founded in 1988 and has campus in Fujairah offers Bachelor of Arts in English Language and Translation. In addition, it has a Continuing Education Center which "prepares its students to work effectively in their professional careers by developing essential competencies in a reflective, learner-centered teaching milieu. This method is implemented through an academic curriculum that incorporates field-based practice, reflection and application." according to AUST website (<http://www.ajman.ac.ae/austweb/default.html>).

AMERICAN UNIVERSITY OF SHARJAH (AUS) founded in 1997 and

offers Master of Arts in English/Arabic/English Translation and Interpreting.

"The MATI program at AUS provides students with advanced training in translation and interpreting techniques as well as in terminology management, machine translation (MT), memory translation (MT) and language engineering areas most relevant to the work of translators and interpreters in today's complex web of communication" according to AUS website (<http://www.aus.edu/>). AUS offers translation as a minor as well.

ITTIHAD UNIVERSITY founded in 1999 and located in Ras Al Khaimah,

offers a Bachelor of Arts in English language and Translation. Its Open

Education Center offers professional training for authorship, translation and publication according to ITTIHAD website (<http://www.ittihad.ac.ae/>).

UNIVERSITY OF SHARJAH (UOS) founded in 1997, it offers Master of

Arts in Translation. In addition, under the university's Center for Continuing Education and Professional Development the university has established

Sharjah Institute for Translation. This is in accordance with the directions of

His Highness Sheikh Dr. Sultan Bin Mohammed Al-Qasimi, Member of the Supreme Council of the UAE, Ruler of Sharjah and the Supreme President of the University of Sharjah, in order to provide basic and practical training in translation especially from Arabic into English and vice versa. The initiative comes in recognition of "the vital role of English as an international language, the growing influence of the Arab world on world affairs and the effects of globalization on regional development especially in the gulf area. All these factors resulted in an increased demand for highly qualified translators and interpreters" according to UOS website

(<http://www.sharjah.ac.ae/English/Pages/default.aspx>).

UNITED ARAB EMIRATES UNIVERSITY (UAEU) is the first and foremost comprehensive National University in the UAE, established in 1976 and offers translation bachelor degree. Its Continuing Education Center offers a Professional Certificate in Legal Translation. The professional certificate programs aim "is to increase the knowledge and skills of participants, allowing them to accomplish their job in an efficient and effective manner. Each certificate program is comprised of several integrated focused training modules. Participants are assessed through exams and projects assuring that they acquired the planned skills" according to UAEU website

(<http://www.uaeu.ac.ae/>).

Analysis and Evaluation. The above university campuses are spread over the UAE, the oldest founded in 1976 and the newest founded in 1999. Four of five of these universities have established centers to offer professional continuing education opportunities to the UAE community, as these universities have realized the importance of providing practical training along

with theoretical teaching. According to Kalima's website, Kalima will invest in translation as a profession, to encourage more and better quality translators. The MBRF has already established Turjuman Program which aims to elevate the quality of translation in the Arab world, by providing translators with the opportunities to attend training sessions or get higher qualifications, in order to produce quantitative and qualitative works matching the highest expectations, according to the MBRF (Tarjem) website. The UAE universities are available resources for use by any translation development projects, as they are already established with working capacities, accredited translation programs, and experienced human resources at higher educational level.

Opportunity.2 Utilization of Machine Translation (MT).

Searching MT topic on the internet revealed the Machine Translation Archive website (<http://www.mt-archive.info/>), "which is an electronic repository and bibliography of articles, books and papers on topics in machine translation, computer translation systems, and computer-based translation tools ...Compiled by John Hutchins of the European Association for Machine Translation on behalf of the International Association for Machine Translation". This website was found to be comprehensive, useful, and the diversity of the indexed items indicates the advancement achieved in this field, which is explored further.

Fatani (2009), in King Abdul-Aziz University, Jeddah, conducted a study that examined the use of MT in Saudi. She found that translators before had probably spent the major part of their time actually translating or doing human translations, but "they will now find themselves spending a lot of time updating the system's terminology, and proofreading the results of machine

translation. Translators will definitely need to receive training in order to perform these tasks adequately." (para. 10)

Fatani assessed the importance of translation technology for the Saudi market by identifying the Saudi institutions that have made the changeover to translation technology and by surveying the benefits recorded by company management. The most prominent of these institutions are the following:

1. The Saudi Electricity Company (sceco)
2. Aramco
3. Al-shoura Council
4. Islamic Development Bank

As for the benefits of MT, Salem (2009, 67) has explored how the characteristics of the Arabic language will affect the development of a Machine Translation (MT) tool. In his master's thesis at the Institute of Technology Blanchardstown, Dublin, Ireland, he stated some of the advantages of machine translations as follows:

- Machine translation is quicker than human translation.
- It ensures consistency. There is no concern that a translator might forget how a particular word was translated in earlier pages. MT will translate a particular word in the same way. However, the downside is that will exhibit the same errors over and over again.
- It gives a neutral approach to translation without introducing bias, which can happen with human translators.
- Machine translation is considerably cheaper. It is a one time cost; the cost of the tool and its installation.

Studying Arabic MT, The Stanford Natural Language Processing Group (Machine Translation, n.d.) of Stanford University, found the Arabic-to-English MT quality has improved significantly, but "pervasive problems" remain. The group has recently developed "a high-precision Arabic subject detector that can be integrated into phrase-based translation pipelines" (para. 4-5). Arabic translation projects like Kalima and Tarjem can also participate in such MT developments.

Analysis and Evaluation. Many studies about Arabic MT are found posted on the internet. Since Kalima targets to translate 100 books a year and Tarjem 360, investing on Arabic MT would seem to be one of the available opportunities that could be utilized to achieve these quantities of translation with the hope that this would not jeopardize the quality of the translation, as the translator can save time by using the data bank provided by these MT systems and focus more on reviewing the final translation product. Arabic MT still cannot do the translation work with 100% accuracy but it can assist in speeding up the translation process in some areas. The studies proved that Arabic MT can be improved and the errors can be resolved by more saving of data (i.e. idioms and phrases databanks), testing and careful examining.

Opportunity.³ The existence of the electronic-book (eBook) as a book distribution channel online.

According to Three Percent WEBLOG (Chad, 2009, October 19, para. 6), which is a resource for international literature at the University of Rochester, Alexander Roife, the CEO of LitRes.ru, highlighted the rapid sales growth that Russian eBooks are experiencing. According to Roife, Russia is probably best known for its e-piracy and distribution of free books, music, and videos, but

nevertheless, best-sellers on LitRes.ru, a legal eBook retailer founded in 2007, are selling between 3,000-6,000 copies.

eBook advantages over published book are long listed by Johnson (2002), Mckendree University, and the following are a few selected positive attributes noted by users and librarians:

- You can acquire titles almost instantly via the Internet, including those that are back listed or out-of-print, and thousands that are in the public domain.
- Versaware's 1/3/01 survey of students in 63 colleges in 22 states found that 87% believe eBooks are more interesting than published Books because of their convenience and added features like hyperlinks and audio/video possibilities.
- A recent survey of librarians found that they liked the just-in-time acquisition and purchasing of one digital format that can also become large-print and possibly audio format.
- Most reading devices hold multiple titles (the eBook Man at 16 MB holds 40 eTexts)
- They allow for easy self-publishing, and limited-edition print runs.
- They require less library space, shelf reading, inventory time, weeding, repair and replacement.
- They save trees and paper and avoid pollution (caused by inks, dyes, coloring)

Arabic ebook websites are available, an example being the Palestine Polytechnic University library (Arabic E-Book, 2009), and some of which are available free of charge.

Analysis and Evaluation. Researching Kalima's and Tarjem's various information modes has revealed that nothing has been introduced so far regarding ebook production, which is an advanced available option to facilitate and speed book production and distribution.

In addition, announcing the bookstores that sell Kalima's books should provide earnings to Kalima, however its website does not provide full details of book distributors. Kalima is failing to sell their merchandise online, so they can be reached worldwide. All Kalima's book distributors on the website are local (i.e. all located inside the UAE), and prices of the books are not provided on the web to stimulate the book consumers. These are internal strengthening points that if thought through will lead to the strategic goals be more viable achievement.

Opportunity.4 Collaboration with units that require and support Arabic book translation.

Translation is a necessity to advance knowledge. The UAE is looking for educational books as every year an increasing number of International Schools are opening in the UAE (and elsewhere), "At the present time, more than 450,000 students are being taught in English" (para. 6), as well as education initiatives, Ministries of Education are spending huge money to obtain educational materials, according to Chad (2009, October 20).

According to the British Council ("Grants for the Arts," n.d.), literary translation is eligible for funding, under this scheme, "British publishers and translators can apply for funding to translate work from other languages into English" (para 1-3), normally it is the publisher who applies for a grant for translation and promotion purposes, however, translators are also eligible to

apply independently. The British Council is particularly keen to support translation from languages currently under-represented in English, and also keen to support projects that aim to bring international literature in English to a wide audience in interesting and innovative ways.

Analysis and Evaluation. There are many governmental and private translation units worldwide as translation has been internationally perceived to be an effective communication tool, and collaboration and affiliation amongst these units could promote an overall efficiency. Kalima and Tarjem utilized translation collaboration opportunities as the following examples reveal:

1. The MBRF (Tarjem) partnered with The Arab Organization for Translation which is a scientific independent and non-profit organization that aims to widen its activities in the field of translation. So far, the Organization cooperated with both international and Arab partners that have presented contributions and participated in producing a common publication. The MBRF has made the greatest contribution in this partnership, which covers 50 books. (Shurakaa'unaa, n.d., para. 3)
2. The Mohammed bin Rashid Al Maktoum Foundation announced the establishment has hosted a meeting with officials from the Emirates Publishers Association (EPA) to discuss possible ways of collaboration. The two parties discussed possible ways of collaboration through the foundation's Oktub and Tarjem programs. The Foundation would publish the works of Emirati authors nominated by EPA and support Emirati publishers to translate foreign books into Arabic. ("Mohammed bin Rashid Al Maktoum Foundation Receives," 2010, para. 1-3)

3. German university of Mainz has established cooperation with Kalima on a translation project, "The partnership with the Mainz University is extra special because this is the town where the printing press was invented 550 years ago,' noted Boehm. According to him, the translation of German authors is just the first step of this agreement, which will be followed by a project of training Emirati students in Germany in the field of translation." ("German university of Mainz cooperates," 2009, para. 9).

4.1.2.2 Threats. Are conditions external to the project's unit/department likely to have a negative effect on achievement of the project's desired goals and objectives. If so, strategies to defend against these threats can be identified and implemented.

Threat.1 Insufficient and/or unreliable researches, surveys and databases on translation, publication and book industries in the Arab world.

The Institute for Information Technology in Canada held a presentation by Isabelle and Kuhn (2009) about MT research, at which it was concluded that there is too much focus on language pairs where one of the two languages is English, while work on morphologically rich languages (e.g. Arabic) is insufficient (slide 37). The same presentation "shows how automatic metrics overestimate difficulty of MT into Arabic" (slide 10), and they can be rectified, but the research funds from US government for example targets mainly translation to English as a target language, and the US is interested in Arabic to English translation (slide 3). Therefore, the Arab world cannot rely on western researches which are conducted to satisfy their own interests.

Harabi (2009), Professor of Economics at the University of Applied Sciences in Northwestern Switzerland, says in his World Bank project "the two most important creative industries in Arab countries under consideration are the book publishing and music industries." (p. 12), but unfortunately in the Arab countries there are no accurate estimates of the size of the book industry, with regards to the number of titles published and copies produced. Harabi needed to refer to the UNESCO's statistics for 1998/1999, where it shows the total number of titles published was 1410 in Egypt, 511 in Jordan, 289 in Lebanon, 386 in Morocco and 1260 in Tunisia.

Meiering (2009) in his Arab Book Industry Project pointed out critical lack of "empirical studies on the book industry" (p. 5) and concerning readership issues too, also expanded the crisis to include data collection.

Mullins (2007) pointed out the problem of not having reliable databases in the Arab world on Next Page Foundation website, "on the state of translations in the Arab world commissioned by Next Page, highlighted the virtual absence of empirical data on Arab readership" (para. 2), this straightforwardly impacts "both the state of publishing and translation and in a broader sense has wide scale implications on civil society development in the Arab world". In reaction, Next Page is commissioning nationally representative surveys (of the literate population) on readership in nine Arab countries. This survey represents not only the first multi-country comparative study on readership, but also the starting point for empirical data collection on readership in each of the nine countries (para. 2). The Next Page Foundation's main office is based in Sofia, Bulgaria, working in close partnership with

international organizations and local partners in 25 countries, more details are available on Next Page website (<http://www.npage.org/en>).

Analysis and Evaluation. The Arab world problems are with data collection, databases, focused research, empirical studies...etc. Reliable and accurate information is a fundamental requirement for success of any project. Project strategies are built based on available databases which should be accurate. Project plans are modified based on researches which should be continuously updated. The advanced mass communication and information technology techniques require conducting regular surveys in order to avoid the threat of sudden change. Most of the relevant Arab world reliable researches, surveys and databases have been conducted and/or sponsored outside the Arab world, e.g. translation status in the Arab world is referenced through UNESCO reports.

Kalima's website states in Arabic: " دعم تسويق الكتب باللغة العربية في العالم العربي "

Lit: Supporting the marketing of Arabic books in the Arab world context, which was reflected that same sentence in the English version website by this sentence "Becoming the first 'marketers' of books in Arabic on a major scale". The two sentences are not equivalent in terms of meaning which render inaccurate information. Building accurate and updated databases is a problem that needs to be addressed and tackled whether the information is obtained externally or internally.

Threat.2 Insufficient Arab/Arabic associations for translation.

According to the Arab Professional Translators Society (APTS) website (Arab Associations, 2010) Table 2 shows some details about the Arab/Arabic translation associations. Seven translation associations in the

Arab world context are insufficient compared to Spain which has nine translation associations and Italy which has seven, according to the Arabic Translators International (ATI) website posting (Allaithy, 2006).

Table .2 some details about the Arab/Arabic Translation Associations

Association	Location	Membership	Registration	Training
Arabic Translation and Intercultural Dialogue Association (ATIDA) (http://www.atida.org/)	Switzerland	No Conditions	-	Not available
Arabic Translators International (ATI) (http://www.atinternational.org/forums/)	Belgium	Available with fees	Registered in Belgium	Not regularly
Arab Professional Translators Society ATN / APTS (http://www.arabtranslators.org/)	Beirut, Lebanon	Available with fees and conditions	Registered in Dübendorf, Switzerland	Available
EGYTA – Egyptian Translators Association (http://www.egyta.com/)	Egypt	Available to Egyptians with fees	Registered in Egypt	Available
Egyptian Translators and Linguists' Association (ETLA) (http://etla.egytrans.org/)	Egypt	Available with fees and conditions	Registered in Egypt	Available
Association des Traducteurs Agréés par les Juridictions (ATAJ) (http://www.atajtraduction.asso.ma/)	Morocco	Available with conditions	Registered in Morocco	Not available
Corps des Interprètes Traducteurs Assermentés du Maroc (CITA) (http://membres.multimania.fr/tarajima/index.html)	Morocco	-	Registered in Morocco	Not available

Table .2 Arab/Arabic translation associations are not sufficient or adequate

to support translation as a profession, more translation professional training courses and certifications are required focusing on code of ethics.

Analysis and Evaluation. The membership privileges and services offered by Arab translation associations are not sufficient to support translation in the Arab world as a profession, more well organized professional training courses and certifications are required focusing on critical issues like ethics. Some of the associations' missions are limited to their origin countries which left out Arab countries that still do not have a translation association (e.g. the UAE). The associations require enhancement from Arab governments and public sector to provide more services for translators. As a profession rules and

regulations must be issued to assure the translators rights. The translation projects in the UAE have not tackled this issue at any level. Like many other Arab countries, the UAE does not have a union/syndicate for translators.

Threat.3 Publisher's issues.

According to Johnson-Davies, a book translated from Arabic in particular is in high risk, and today's publishers are mainly business people who are against risk, he noted "English readers, it is known, keep away from any translated book, be it even from French", and added that "he has always sought to find a publisher who could be relied upon to look favorably on Arabic translations" (Internationally Renowned, n.d.).

According to Saleh (2005), the lack of communication and co-ordination between translation institutions lead to repeated translations, e.g. Earnest Fischer's book *The Necessity of Art* was translated into Arabic concurrently in both Cairo and Beirut; and when Marxism was the vogue, two translations of the same book were published under the titles *haakadha takallama marx Haqqan* (this is how Marx spoke truly) and *marx al-Haqiiqii* (the true Marx). It is clear that financial gain was the driving force of the publishers, and proving futile for everyone else. In addition, translations are rarely checked against the originals as both "public and private publishers in the Arab world do not usually employ specialists in the source languages to revise translations into Arabic; most see extra costs in employing such experts, and instead put all their faith and trust in the translator" (p. 28), also translations reach the book market only after being approved by officials whose main concern is whether the Arabic translation is compatible with the "regulations" of the state.

There are various reasons. For example, a German book may have been translated indirectly, from another language, and then a new translator turns up who wants to produce a direct translation of the original German. Another translator may be dissatisfied for other reasons, perhaps because a translation's flawed and he wants to produce a better one. Or an existing translation may have been done in Egypt, and now a Syrian translator wants to do a *Syrian* version. But when different translations of the same work are produced in different countries, it's sometimes due to a simple lack of coordination. Of course, one might well see this as a waste of energy; yet it also means that translations are produced which reflect a variety of views and interpretations of a single text. (Bender, 2009, para. 3)

Analysis and Evaluation. Kalima and Tarjem both rely on publishers to translate their targeted books. Therefore, the publishers end up responsible for the quality of the translation. However the projects need to establish and maintain proper controls over their translation vendors just like any product purchased outside (see Figure 1). Each book translated should take place by a job order that specifies translation requirements after conducting proper source text analysis (see TQA in this chapter). It is also essential for both projects to coordinate together along with other institutions involved with book translation to minimize repetition in order to save funds and efforts.

Threat.4 Lack of professional translators.

The Arab world suffers from shortage of statistics concerning translation (Obaid, 2007, p. 10). On the other hand, Slocum said "Qualified human technical translators are hard to find, expensive, and slow (translating

somewhere around 4 to 6 pages per day, on the average). The information dissemination application is most responsible for the renewed interest in MT." (1985, p. 548). Kalima and Tarjem translation projects are not confined only to translations from Arabic to English or vice versa, as their cultural development objectives interest is in diverse language translations.

In terms of translation, the subsidy programs from the Mohammed bin Rashid Al Maktoum Foundation and Kalima that are responsible for at least some of these titles published in translation. According to Chebaro, most translations are academic, technical, and scientific works, but there is a more recent movement to publish novels, children's books, philosophical works, and current affairs titles. Of course, Chebaro pointed out that translation should go both ways, both into and out of Arabic, but that typically there are more translations into Arabic than out of it. (Chad, 2009, March 23, para. 8)

Analysis and Evaluation. Ideally a rough calculation based on the previous information shows:

Working days a year = 260 days

Average translated page/s per translator a day = 6 pages

Number of days to translate a book (Average 200 pages) $200/6 = 33$ days

Number of books to translate per year by full-time translator $260/33 = 8$ books

Number of translators to translate X books a year = $X \text{ books} / 8$

Kalima requires = $100/8 = 13$ translator per year

Tarjem requires = $365/8 = 46$ translator per year

It would be useful to draw a comparison between Kalima and/or Tarjem on one hand and Bayt al-Hikma (House of Wisdom), in ancient

Baghdad, on the other. The latter also carried out varying roles as an academy, library and translation agency which hired a diverse array of translators, working from Greek and Syriac (47 translators), Persian (17 translators), Sanskrit (two translators) and Aramic (one translator) (Baker, 1998, p. 320). An estimate of required translators is not impossible to achieve, but both projects translations are not confined to certain languages. This requires translators from a huge variety of languages, e.g. Chinese, Dutch, German, Hindi, Italian, Kurdish, Polish, Russian, Spanish and Turkish. This means hiring full time qualified translators like Bayt al-Hikma will not solve anything as most professional translators will not excel in more than two languages. On the other hand, nowadays the accomplishment of translation work requires more discipliners other than translators. Including editors, terminologist... etc. to ensure the quality of the translation, therefore outsourcing translation to publishers or translation institutions maybe an effective strategy only if translation quality is properly assessed and controlled.

Whether translations are taking place through a third party (publishers) or by translators directly, it's the TQA policy -which is explored next- that should remain as top priority to ensure achieving the goals/objectives.

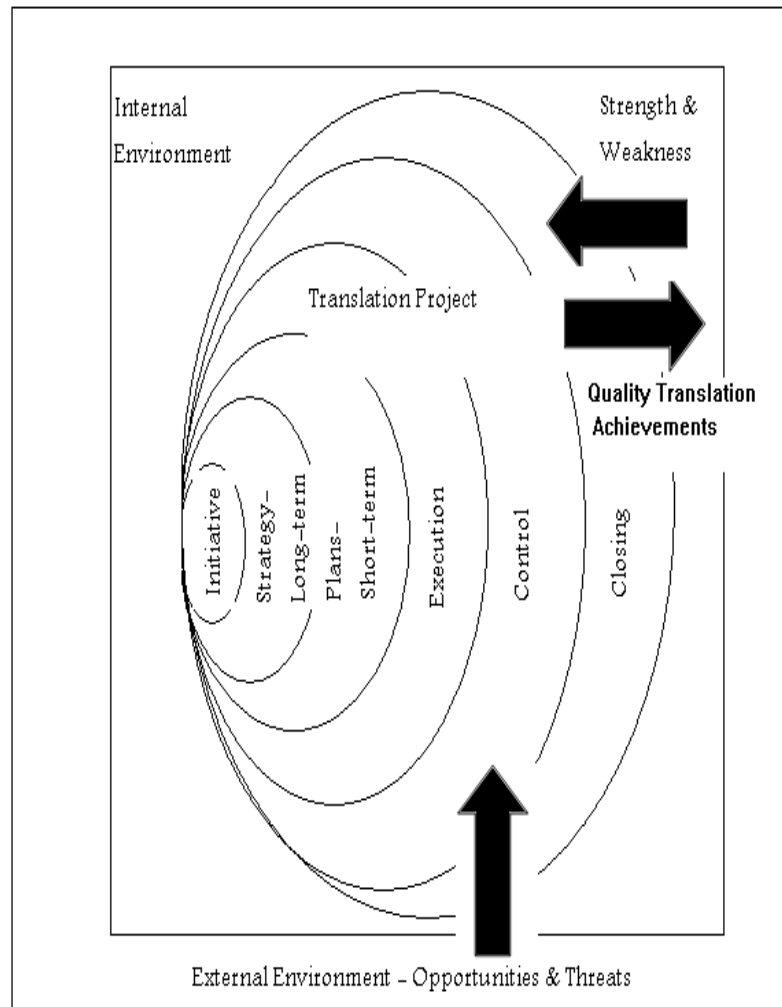


Figure .2 SWOT Analysis and Translation Project Life Cycle. If the controlling phase outcome is not satisfactory, this usually happens for two reasons, either unforeseen external or internal change or unconsidered internal or external existing surroundings. Both reasons indicate the importance of conducting SWOT analysis during and after the planning phase of the project lifecycle. SWOT analysis forces the project management to analyze, evaluate and understand the external and internal environments of the projects. A list of weaknesses, strengths, opportunities and threats assist management to plan or makup a plan.

4.2 Translation Quality Assessment (TQA).

4.2.1. TQA Model in Theory.

Munday (2008) summarizes Juliane House work on TQA:

House's (1977, 1997) model of register analysis is designed to compare a ST-TT pair for situational variables, genre, function and language, and to identify both the translation method employed ('covert' or 'overt') and translation 'errors'. It has been criticized for its confusing and 'scientific' jargon; however, it provides a systematic means of uncovering some important considerations for the translator. (p. 104)

He explains that House's 1977 model was criticized for "the nature, complexity and terminology of the analytical categories" (p. 92) she used in her model, and also because of "the absence of poetic-aesthetic texts" in her case studies, but her book according to House (1997, pp. 1-30) herself, was one of the standard works on translation theory, and the 1977 original model was "one of the first attempts to apply pragmatic theories of language use to the assessment of translation quality", as House mentioned on her book cover. House added, the further exploration of language, situation and culture interdependency helped to enhance the pragmatic perspective, the demands of intercultural communication imposed by translation task are confronted with issues of culture-specific discourse behavior modes, value-systems and perspectives, House in her revised model illustrated the so-called "cultural filter" (p. 29) in different types of texts under different conditions, in light of detailed contrastive studies of the language-pair German and English. House continued, using different types of texts under different conditions led to

radical revision of the translation notions Covert and Overt under different social constraints. According to House, Overt translation is the function of the translation to "enable its readers access to the function of the original in its original linguacultural setting through another language" (p. 29), while Covert translation "is to imitate the original's function in a different discourse frame, a different discourse world".

Both Kilama and Tarjem agreed on their translation purpose, which is to enhance the progress of the UAE community and Arab world culture by exploring other cultures and importing their advanced knowledge. This means that Kalima and Tarjem works may be categorized under overt translation because this translation function allows the Arab readers knowledge of the source text cultures using their own Arabic language.

According to Munday (2008: 91-94) in House's 1997 'revisited' model of TQA, she incorporated some of her earlier categories into Hallidayan register analysis of field, tenor and mode. House's TQA model requires a systematic comparison of textual profile of both ST and TT. House's model briefly operates as follows:

1. Produce a profile of the ST register (field, tenor, mode)
2. Add to this profile a description to the ST genre in light of the ST register
3. Using above prepare ST 'statement of function', that should include what information is conveyed, and what relationship is between the reader and the sender
4. Repeat 1-3 steps for the TT

5. Compare ST profile to the TT profile to find the 'mismatches' or errors according to the different dimensional situations of texts genre and register profiles.
6. A 'statement of quality' then can be made for translation
7. Translation can be categorized into one of two types: overt or covert (explained in above paragraph).

In contrast, Vermeer (2004) pointed out the importance of identifying the translation purpose. He highlights the translator's skopos or aim as "a decisive factor in a translation project. He conceives the skopos as a complex defined intention whose textual realization may diverge widely from the source text so as to reach a 'set of addresses' in the target culture" (p. 223). Vermeer added that, although the responses to a text cannot be entirely predicted, a typology of potential audiences might guide the translator's labor. However, according to Munday (2008) House rejects the "more target-audience oriented notion of translation appropriateness...fundamentally misguided" (p. 91). As a result, House bases her TQA model on comparative ST-TT analysis, by highlighting mismatches or errors. With reference to the importance of the TQA in the translation theories debate, the initial attempt to explore Kalima and Tarjem revealed that both ST and TT in these translation projects are not subject to any translation assessment or analysis making. It probable that management left the translation workflow A-Z to the translation commissioners whether publishers or translators, and who were unlikely to have reasonable translation conditions/terms imposed by the project's management. Visiting the projects, brought to light that projects management are translation quality orientated and both have adjusted their policies and strategies or are in the process of

changing them in order to secure an appropriate TQA strategy. Whilst on a visit to Kalima, the project's director Dr. Ali Tamim (personal communication, May 26, 2010) stated that, although TQA is difficult and complex process, Kalima strive to achieve quality translations by hiring highly competent assessment panel members including editors and translators, along with defining clear quality standards. Seemingly, both project's management have realized the fact that there is no translation quality assurances in the Arab world context because of the existence of several translation external environment threats, which were demonstrated in detail earlier in this chapter.

4.2.2. TQA Model Development.

Differing from the above theoretical model, which might be applied to English and German pair-language translations within their own dimensional situations, Stejskal (2007) conveyed more practical points about TQA, which is more appropriate for this thesis endeavor. As Stejskal states:

The end user reads a translation and not the original because he or she does not understand the language in which the original document is written. Obviously, such a person is unable to independently assess the quality of the translation because even if the translated text reads beautifully, it could say something completely different than the original. (p. 18)

Therefore, the translation readers (i.e. Arabic-Speaking) must rely on quality assurances provided by the translation commissioners/translation-projects/translators. With regard to this and according to Stejskal (2007, pp. 19-20), three distinct areas need to be addressed to assure quality translations: provider, process and product (three Ps). The three Ps work as follows: the

process is a sequence of steps used by the provider to produce the translation product (i.e. translated book), to render quality translations the three Ps competencies must be assured. The three Ps have been elaborately discussed in this thesis with reference to Kalima and Tarjem as clarified below.

The translation provider is the commissioners/translation-projects/translators (for this thesis case: Kalima and Tarjem partner publishers/projects/assigned translators), whereupon the competencies required to insure the provider quality are: project management, process management, and competence in selecting translation vendors (see translation project management for Kalima and Tarjem in chapter three of this thesis), and as for translators requirements they are mainly linguistic cultural competencies. The provider's quality assessment methods exist for commissioners/translation-projects/translators and are measured and achieved through certification, however certification seems to be often considered a translation-project threat in the Arab world context (see SWOT analysis in this chapter). The second area to assure translation quality is process; Stejskal (2007) finds that the process standards "do not use metrics" (p. 20) but indicate and delineate the processes needed to achieve quality translation, instead. It is known that process standards such as the ISO 9000 series indicate certain processes to be followed, but these processes can be flawed. Therefore to assess the quality of the translation, product (translated book) standards or metrics are used (see chapter three for more details about the translation process). According to Stejskal there are several translation product standards now available and "what they have in common is that they provide statistical assessment of a number of errors per specified amount of text" (p. 20), nothing

is like the preceding scenarios for provider certifications and process standards, because in the case of product standards it is the end user (i.e. translated book reader) who mainly dictates what a quality translation is. Stejskal clarification on the automated or computerized translation quality assessment is somewhat far from the Arab world context reality, which suffers from deficiencies in utilizing machine translation (see SWOT analysis in this chapter). On the other hand, the collective quality of the three Ps decides the total final quality of the translation product. Reviewing House's TQA Model along with Stejskal new views on TQA indicates how translation as an activity developed as discussed in chapter two in this thesis.

4.2.3. TQA Kalima and Tarjem.

TQA is an evaluative tool, as the assessor compares the TT to the ST considering cultural aspects in order to evaluate the quality of the translations. Saeed and Fareh (2006) supported the TT and ST comparison in their study:

The findings of this study support the recommendation suggested by Hamdan and Fareh (1999) that the accuracy of translated texts should not be superficially evaluated by examining the target language text without matching it with the source language text. (p.12)

Based on the above, indirect translation from intermediate language into Arabic makes TQA inaccurate in terms of meaning conveyed from the original source language. Sheikh Sultan Bin Tahnoon Al Nahyan, chairman of ADACH, said: "كما أن الترجمة في أغلبها كانت مباشرة", Lit: most of the translations are direct (Wa'adat fa'awfat, n.d.). The translated books sample by Kalima revealed that the project always declares the original language of the book translated, examples being, *de Erik Orsenna Voyage aux pays du coton* is

This thesis attempts a TQA of Kalima and Tarjem translated books. Owing to the lack of reliable TQA model to use for works translated into Arabic, the following analysis is based on careful observations taking into consideration House's model.

The objective evaluation relies upon assessment of lexical, syntactical and textual mismatches or errors in the sample. A profile (register classifications) for each translated book is introduced following House's model. The TT comprehensibility is examined, in accordance with Pérez's (2002, para. 27) method, "fresh look", which considers the translation product as an independent text that has to conform to reader's expectations.

Sample. The sample of translated books is based on a random selection process (20 books from each project).

Translator's profile. Provides important information on the translator qualifications, experiences, achievements, specializations, backgrounds...etc.

On searching the Tarjem sample, no translator's profile appeared, with Kalima's faring better showing profiles in 13 of the books.

Translator's statement. Would provide clarification as to the purpose of the translation, the source of the terms used and the translation problems, thus substantiating translation solutions. Readers can use these statements to judge

the quality of the translated book. The Tarejm sample showed two translator statements, and in Kalima's sample only eight books displayed a translator's statement.

Glossary. Provides definitions of terms as used in the TT. For many of the terms, multiple definitions can be found. Glossaries in translated books can be references for other translators, which can help to unify the terminology used in one TL. The Tarejm sample revealed two books with glossaries, and in Kalima's sample one book had a glossary without translation.

Proper nouns index. Provides a list of proper nouns in both the SL and the TT. This can be a reference for the reader and probably a way to create a unified Arabic transliteration system. Proper nouns in SL were rarely and unsystematically provided by Tarjem books, however, only two books from Kalima have proper nouns index.

Translation quality analysis and findings. The TQA was conducted in collaboration with the thesis supervisor owing to the fact that the TQ lacks clear standards or criteria as far as the Arabic language is concerned.

Following are translational and editorial problems found in the randomly selected sample from Kalima and Tarjem projects:

Tarjem book 1 profile.

English book title: Business The Richard Branson Way – 10 Secrets Of The World's Greatest Brand Builder by Des Dearlove (2007).

Arabic book title: ريتشارد برانسون صانع إمبراطورية فيرجن - الأسرار العشرة لأعظم مؤسس علامة تجارية في العالم (2008).

Book register: Field, Modern world of business

Tenor, Sender: Business journalist – contemporary

Receiver: General readers, students and
professionals

Mode, English text book

Genre function: It draws out the universal lessons and strategies that can be applied to any business or career.

Translator's profile: On searching the web, five results for the translator were found in Arabic, however the translator's profile is not shown in any. The search revealed that the translator translated two books for Tarjem.

Book reviewer: Not provided.

Translated book Google search result: Appeared in two web links (see SWOT-Opportunity-3)

ST: **PICK YOUR BATTLES** (p. 28)

TT: **قم باختيار المعركة التي ستخوضها** (p. 55)

TT comments:

- Unnecessary use of "قم"
- Correct form of the imperative "PICK" is "اختر".
- The TT shows influence of Media Arabic, awkward Arabic style (common mistake).
- The ST "BATTLES" is rendered unnecessarily into singular in the TT.

ST: **The decisions** to enter both the airline and cola **markets**, however, were carefully considered. (p. 28)

TT: **لقد تم درس قرارات دخول وسط الخطوط الجوية و أسواق الكولا دراسة دقيقة.** (p. 55)

TT comments:

- Wrong use of "تَمَّ" which means "اكتمل" (completed/finished), impact of Media Arabic (common mistake).
- Unfamiliar use of non-existent word "دراسة"، "درس" instead.
- Improper use of "وسط" in this context, restricting "markets" to refer to "cola" only.
- This same use of "تَمَّ" is repeated many times. Another example is given below (i.e. p. 56) - Common mistake.

TT alternative: لقد درست قرارات دخول سوقي الخطوط الجوية و صناعة الكولا دراسة دقيقة.

ST: If you take on **established** brands (p. 28)

TT: إذا قمت بتحدي العلامات التجارية الراسخة (p. 56)

ST: If you take on **established** brands, (p. 29)

TT: و إذا قمت بتحدي شركات ذات علامات تجارية معروفة (p. 57)

TT comments:

- The use of "قم" is repeated in the translation unnecessarily.
- In page 28 there is "established" translated as "الراسخة". This very same text is repeated in the same pages where "established" is rendered "المعروفة" , showing inconsistency.

TT alternative: إذا تحديت العلامات التجارية المعروفة

ST: he was **approached** by a **soft drinks** company with a high quality cola **formula** looking for strong brand name (p. 28)

TT: تمت مقارنته من قبل شركة للمشروبات غير الروحية حائزة على معادلة لكولا راقية الجودة و المشروبات الروحية = spirits (p. 56) تبحث عن علامة تجارية قوية

TT comments:

- The use of "تمت" is discussed above.
- The structure "للمشروبات غير الروحية" is typically English.
- Wrong rendering for "with" as "حائزة على" .
- The term "مشروبات الروحية" is normally used to soften the tone of "alcoholic drinks".
- The use of "غير الروحية" helps to emphasize that alcoholic drinks are indeed "مشروبات روية" .

TT alternative: اتصلت به شركة للمشروبات تملك تركيبة للكولا عالية الجودة و تبحث عن علامة تجارية قوية

ST: the **marketing gurus** almost **universally** cried out the fatal **words** 'brand stretching'. (p. 29)

TT: أطلق المرشدون في مجال الأسواق معاً صرخة مشؤومة متمثلة في "تمدد العلامة التجارية" (p. 56)

TT comments:

- كبار or ذوي المهارة العالية\الحذق\الخبرة الكبيرة في التسويق "المرشدون" could be خبراء التسويق or خبراء التسويق.
- "universally" could be في جميع أرجاء العالم.
- While fatal could be something along the line of مهم\خطير\حاسم.

ST: was **incredibly close** to (p. 29)

TT: كانت قريبة بشكل لا يصدق (p. 56)

TT comments:

- The use of "بشكل لا يصدق" reflects English language style not Arabic

TT alternative: كانت قريبة قريباً لا يصدق

ST: a gorillahas a tendency to try to **swat it** (p. 29)

TT: تحاول الغوريلا **ضربها بعنف** (p. 57)

TT comments:

- The use of "ضربها بعنف" reflects as in the above example, English language style not Arabic.

TT alternative: تميل الغوريلا إلى ضربها **ضرباً شديداً**

ST: PICK ON **SOMEONE** BIGGER THAN YOU (p. 21)

TT: تحدي الشخصيات الأكثر أهمية منك (p. 47)

TT comments:

- The ST is a common English expression.
- The TT shows Media Arabic impact in the use of the word "شخصيات".
- Also, "BIGGER" is mistranslated.

TT alternative: تحدي الأشخاص الأكبر منك حجماً

ST: hippy capitalist (p. 37)

TT: الهيببي الرأسمالي (p. 67)

TT comments:

- Syntactical error as the word "hippy" is an adjective misplaced in the TT.

TT alternative: الرأسمالي الهيببي

ST: DO THE **HIPPY HIPPY SHAKE** (p. 35)

TT: ارتداء الزي غير الرسمي المريح (p. 66)

TT comments:

- Stylistic change from informal SL to formal TL. Mistranslation of ST

TT alternative: ارقص كما يرقص الهيببي

ST: I **didn't realize** there was a different way to be a businessperson. (p. 35)

TT: لم أكن على علم بوجود طريقة مختلفة يصبح المرء صاحب أعمال بموجبها (p. 65)

TT comments:

- Clumsy style.

TT alternative: لم أدرك أن هناك طريقة مختلفة لأصبح رجل أعمال

ST: Ben & Jerry's Homemade (p. 35)

TT: بن و جيرى للإنتاج المحلي (هوم ميد) (p. 65)

TT comments:

- Editorial, "Ben & Jerry's Homemade" is a full name of the said business.

TT alternative: بن و جيرى هوم ميد (Ben & Jerry's Homemade)

ST: A product of the **swinging** Sixties (p. 37)

TT: ولكونه من صنع الستينيات ذات الإيقاع السريع والمطرّد (p. 67)

TT comments:

- Media Arabic impact in showing ولكونه = Being, which also reflects sticking too closely for comfort to the ST.
- "المطرّد" should be "المضطرد".

TT alternative: ولأنه من صنع الستينيات ذات الإيقاع السريع والمتقلب

ST: With his informal style and nonconformist attitude, Richard Branson has been called a "hippy capitalist". (pp. 37, 51) and (Contents page)

TT1: لقب ريتشارد برانسون "بالهبيي الرأسمالي" و ذلك نظراً لأسلوبه غير الرسمي في التعامل (صفحة المحتويات) مع الآخرين و سلوكه غير التقليدي

TT2: لقب ريتشارد برانسون بـ "الهبيي الرأسمالي" بسبب أسلوبه غير الرسمي ومواقفه التي (pp. 67, 84) ضربت بالأعراف والتقاليد عرض الحائط

TT comments:

- Textual inconsistency to say the least.

ST: - **as** did many other long-haired young men and women. He **also** used....(p. 37)

TT: (p. 67) - كما فعل ذلك الكثيرون من الشباب و أصحاب الشعر الطويل من الشباب. كما استخدم... (67)

TT comments:

- Media Arabic language in the incorrect use of "كما". While the translator wants to use "كما" to mean "also", "كما" actually means "as/like" "مثلما". In this example the translator used "كما" twice, the second of which is incorrect.

TT alternative: كما مثلما فعل ذلك الكثيرون من الشباب و أصحاب الشعر الطويل من الشباب. استخدم أيضاً...

ST: Branson has always been uncomfortable with the **hippy label**. **More accurately**, he is and always has been anti-**corporate**. He has a **healthy disrespect** for the hubris and **bullshit** of big businesses. (p. 37)

TT: لم يشعر برانسون قط بالارتياح إزاء الهيبيز كشارة تعريفية. و كان على الدوام مناهضاً للهيئات و الشركات الاعتبارية. و يشعر باحتقار معافي تجاه العجرفة و الهراء الكامنين تحت شركات الأعمال (p. 68) الكبرى.

TT comments:

- Clumsy style that requires aggressive editorial interference.
- Inconsistency of use of the word هيبيز as in other places the plural of "hippy" is rendered هيبين as in p. 69 and حركة الهيبيز in p. 69, too.
- The first sentence is also mistranslated as the translation indicates that Branson has not been comfortable with the hippies, while the ST indicates that he was not comfortable with being labeled 'hippy'.
- Corporate may be rendered شركات ذات صفة اعتبارية but not شركات اعتبارية as in the ST.
- There is also no need for هيئات.
- The Arabic احتقار معافى is clumsy and meaningless.
- The Source word "bullshit" is informal, but translated formally in Arabic into الهراء which, although shows consideration to the Target culture still takes a great deal away from the force of the original word.
- The word تحت, it shows impact of the SL in general as it is common to say "under the law" in English. However, in this particular ST, there is no reason to resort to English ways of expression since 'under' is not even in the ST.

TT1: أدى تجنبه لارتداء البذلة (p. 67)

TT2: كل ما توفره البذلات الرسمية (p. 68)

TT3: وراء البذلات الرسمية (p. 68)

TT comments:

- Typo/Translation inconsistency which could have been easily corrected by the editor. The word بذلات is also used in the example below.

ST: **In particular** he **has** no time for those who hide behind suits and ties,...

(p. 38)

TT: (p. 68) ولم يكن لديه الوقت في الواقع للاختباء وراء البذلات الرسمية وربطات العنق

TT comments:

- "In particular" is mistranslated as "في الواقع" while it actually means على وجه الخصوص.
- The ST is in the present simple tense (has), while the TT uses ولم يكن which indicates an action that took place in the past.
- There is also a mistranslation as the ST indicates that Branson "has no time for those who hide behind suits and ties" while the TT says it was him who was hiding.

TT: (p. 68) الإستثناءات

TT comments:

- Wrong use of *hamzah* as it should not be there.

ST: ... to challenge the dominant players is a range of **industries** where we believe the consumer is not getting **value** for money. (p. 21)

TT: من أجل تحدي كبار اللاعبين المهيمنين على مجموعة من الأعمال التي نعتقد أن المستهلكين لا يحصلون منها على النوعية مقابل دفع المال (p. 47)

TT Comments:

- The word كبار is redundant and unnecessary.
- Mistranslation of "industries" into أعمال.
- The TT uses النوعية for value, which is another mistranslation.

TT alternative: لا يحصلون على ما يكافئ في قيمته ما يدفعونه من مال

ST: he didn't **much** like what he saw (p. 38)

TT: لم يبد إعجاباً بما رآه (p. 68)

TT comments:

- There is no need for "يبد".
- Unnecessary deletion of "much"

TT alternative: لم يعجبه ما رآه كثيراً

ST: ... that is teasingly **open** to interpretation. (p. 38)

TT: يكونه مفتوح الذراعين لأشكال التأويل (p. 69)

TT comments:

- Clumsy style
- The TT shows impact of SL in يكونه.
- The TT يكونه مفتوح الذراعين goes beyond the required meaning leading to clumsiness of style.

TT alternative:عرضة للتأويل ...

ST: he simply **absorbed** the idealism of the era and ... (p. 38)

TT: فقد تمكن ببساطة من فهم مثاليات العصر بعمق (p. 69)

TT Comments:

- Weak rendering of "absorb" resulting in a wordy translation.

TT alternative: فقد استوعب ببساطة مثاليات العصر....

ST: His **antenna always pick** up the latest crackle of energy – and he usually slaps the Virgin brand of the source. (pp. 38-39)

TT: فحواسه الاستشعارية بوسعها التقاط اسم لأحدث سرعة حركية تنبض بالطاقة – و عادة ما يقوم
(p. 69) بصفع علامة فيرجن التجارية في منشئها

TT comments:

- Clumsy style and incomprehensible rendering.

ST: Punk (p. 39)

TT1: (الغلام (بانك) (p. 69)

TT2: عالم البانك (p. 69)

TT comments:

- Inconsistency and incorrect rendering of the word "Punk" as it is misunderstood to be the name of a person.

ST: his **record label signed** Mike Oldfield and Tangerine Dream (p. 39)

TT: وقعت علامة اسطوانته من مايك أولدفيلد و تنجارين دريم. (p. 69)

TT comments:

- Mistranslation of ST.

TT alternative: تعاقدت شركة (Mike Oldfield) وتجارين دريم (Tangerine Dream)
تسجيلاته مع مايك أولدفيلد

Tarjem book 2 profile.

English book title: The 60 Second LEADER by Phil Dourado (2007).

Arabic book title: دروس سريعة في قيادة الأعمال (2009).

Book register: Field, Leadership

Tenor, Sender: Leadership consultant – contemporary

Receiver: General readers, students and
professionals

Mode, English text book

Genre function: Short-cut and time saving guide to learn leadership.

Translator's profile: On searching the web, eight results for the translator were found in Arabic, however the translator's profile is not shown in any. The search revealed that the translator translated two books for Tarjem.

Book reviewer: Not provided.

Translated book Google search result: Appeared in 11 web links.

ST: The **60 Second** LEADER (Book Title)

TT: دروس سريعة في قيادة الأعمال

TT Comments:

- Inaccurate translation. The translator went beyond the ST unnecessarily doing away with "60 seconds" and replacing it with "سريعة". Also, in spite of the fact that the source word "leader" is related to قيادة, it is conventional and more appropriate to render it in this context as إدارة especially as it occurs in the context of Business.

TT alternative: كيف تصنع مديراً للأعمال في 60 ثانية

ST: Most leadership thinking is about as useful as a **one-legged stool**. (p. 134)

TT: يشبه تفكير معظم القيادات في فائدته الكرسي ذات الساق الواحدة (p. 170)

TT comments:

- Clumsy style.
- Wrong use of ذات as the word الكرسي is masculine while ذات is feminine.

- Also, the ST metaphor is alien to the Arabic language and requires explication or the adoption of a more common metaphor that is easily comprehensible to the target reader

TT alternative: إن تفكير معظم القيادات يشبه في فائدته الكرسي ذا الساق الواحدة

ST: Frontline leadership (p. 128)

TT: القيادة عند الخط الأمامي (p. 163)

TT Comments:

- Incorrect rendering leading to change of meaning.

TT alternative: القيادة من الخط الأمامي

ST: A 60 **Second** Leader Tale: **Leaders** on the frontline (p. 128)

TT: أقصوصة قائد في 60 قادة في الخطوط الأمامية (p. 162) (this mismatch is everywhere in the book)

TT Comments:

- Mistranslation of "tale"
- Deletion of "Second" in the TT. This is a recurrent error in every chapter of the book. It could be a matter of 'copy and paste' error, which should have been corrected by the editor.
- The word "leader" is translated "قادة" while rendered as قيادة in other places, showing inconsistency.
- In p. 163 "A 60 **Second**" is rendered درس سريع في showing

TT alternative: حكاية في 60 ثانية: قادة من الخطوط الأمامية

ST: Where should leaders be? **Out in the business** (p. 128)

TT: أين ينبغي أن يكون القادة؟ خارجاً وسط الأعمال (p. 163)

TT Comments:

- Incomprehensible and clumsy style

TT alternative: أين ينبغي أن يكون القادة؟ في مواقع العمل

ST: Anon (p. 128)

TT: أنون (p. 163)

TT Comments:

- Anon is an abbreviation for "Anonymous".

TT alternative: القائل غير معروف

ST: A 60 Second Leader Tale: **Community of purpose** (p. 132)

TT: أقصوصة قائد في 60 مجتمع الهدف (p. 167)

TT Comments:

- Mistranslation

TT alternative: مجتمع ذو هدف

ST: Leaders don't necessarily **instill** purpose.. (p. 132)

TT: لا يُغرس القادة بالضرورة (p. 167)

TT comments:

- Linguistic and editorial error as the Arabic diacritics show in the TT.

TT alternative: لا يغرس....

ST: I **also** say (p. 156)

TT: كما و أقول أيضا (p. 198)

TT Comments:

- Wrong use of كما. This has been dealt with previously. Check above.

TT alternative: وأقول أيضا

ST: I **divided** that by... (p. 156)

TT: قمت بقسمة... (p. 198)

TT Comments:

- The use of قمت has been dealt with previously. Check above.

TT alternative: قسّمت...

ST: **SINGLE FLIGHT TO...**(p. 156)

TT: رحلة وحيدة... (p. 198)

TT Comments:

- Mistranslation of "single".

TT alternative: رحلة ذهاب إلى ...

Tarjem book 3 profile.

English book title: Three Challenges to Ethics-Environmentalism, Feminism, and Multiculturalism by James P. Sterba (2001).

Arabic book title: ثلاثة تحديات أمام علم الأخلاق - البيئية والنسوية والتعددية (2009).
الثقافية

Book register: Field, Environmental Ethics

Tenor, Sender: Professor of Philosophy – contemporary,

Receiver: General readers, students, professionals
and Scholars

Mode, English text book

Genre function: It is an engaging text for introductory courses in ethics and moral dilemmas and makes interesting and provocative reading for scholars and general readers.

Translator's profile: On searching the web, no results for the translator were found in English, however there was one listing for the translator in Arabic detailing a list of books including the above title.

Book reviewer: Not provided.

Translated book Google search result: Appeared in eight web links.

ST: **Multiculturalism** (book title)

TT: التعددية الثقافية

TT comments:

- Unnecessary coining of a synthetic verbal noun (المصدر الصناعي), led to the introduction of an unfamiliar term (Lexical Problem).
- It seems that the reason for this rendition is that the translator wanted to create and maintain a rhythm on account of what is familiar. As far as common use is concerned, searching the web rendered no results for this ambiguous term "التعددية الثقافية". The translator did not provide any explanation or justification for it either (i.e. footnote). This newly coined term could be appropriately replaced by better available appealing alternative/s. The title could also simply be: ثلاثية تحديات أمام علم الأخلاق – مبادئ من البيئة والحركة النسائية والتعددية الثقافية

Kalima book 1 profile.

English book title: The True Believer by Eric Hoffer (1966).

Arabic book title: المؤمن الصادق (2010).

Book register: Field, Social Groups, Social Psychology and Fanaticism

Tenor, Sender: longshoreman and self-educated –

contemporary

Receiver: General readers, students, professionals

and scholars

Mode, English text book

Genre function: A penetrating study of mass movements from early

Christianity to modern nationalism and Communism.

Translator's profile: Provided in the book, KSA Minister of Labor Dr Ghazi

bin Abdulrahman Al Gosaibi. Born: 1940, in Hasa. Education: Law degree,

Cairo University 1961; studied international relations for MA at University of

South California 1964, and for PhD at London University 1970.

Book reviewer: Not provided.

Translated book Google search result: Appeared in 101 web links.

ST: The FRUSTRATION IN MISFITS can vary in intensity. (p. 49)

TT: (p. 81) إن إحباط العاجزين عن التأقلم يتراوح في شدته من حالة إلى أخرى.

TT Comments:

- The Arabic "يتراوح" means to "range", and therefore does not fit with this context. In other words, it is a "misfit". (Oratory, 1997)

"ويقال: هما يَترَاوِحَانِ عَمَلًا أَي يَتَعَاقِبَانِهِ، وَيَرْتَوِحَانِ مِثْلَهُ؛ وَيُقَالُ: هَذَا الْأَمْرُ بَيْنَنَا رَوْحٌ وَرَوْحٌ وَعَوْرٌ إِذَا تَرَاوَحُوهُ وَتَعَاوَرُوهُ". (ابن منظور، 711)

"وَتَفَوَّتَ الشَّيْءُ، وَتَفَاوَتَ تَفَاوُتًا، وَتَفَاوَتْ، وَتَفَاوَتْ: حَكَاهُمَا ابْنُ السَّكَيْتِ. وَفِي التَّنْزِيلِ الْعَزِيزِ: مَا تَرَى فِي خَلْقِ الرَّحْمَنِ مِنْ تَفَاوُتٍ؛ الْمَعْنَى: مَا تَرَى فِي خَلْقِهِ تَعَالَى السَّمَاءِ اخْتِلَافًا، وَلَا اضْطِرَابًا". (ابن

منظور، 711)

TT alternative: إن إحباط العاجزين عن التأقلم يتفاوت في شدته من حالة إلى أخرى.

Kalima book 2 profile.

English book title: Islam and Romantic Orientalism, Literary Encounters with the Orient by Mohammed Sharafuddin (1994).

Arabic book title: الإسلام و الاستشراق في العصر الرومانسي، مواجهات أدبية مع الشرق (2009).

Book register: Field, English Poetry and literature

Tenor, Sender: Professor – contemporary

Receiver: General readers, students and scholars

Mode, English text book

Genre function: To related Islam and the English literature.

Translator's profile: On searching the web, 1010 results for the translator were found in Arabic, however the translator's profile is available in the book.

Book reviewer: Provided.

Translated book Google search result: Appeared in 5120 web links.

ST_a: Islam And Romantic Orientalism (Book Title)

TT: الإسلام و الاستشراق في العصر الرومانسي

ST_b: Realistic Orientalism (Book Contents)

TT: الاستشراق الواقعي

TT Comments:

- The TT suggests that there is a Romantic Age. In spite of the fact that this might be a literary fact, the ST does not mean that. The word Romantic is rather an adjective for "Orientalism" and not for a specific age. On the other hand, in the list of contents we find the source "Realistic

Orientalism" rendered as "الاستشراق الواقعي" and not "الاستشراق في العصر الواقعي".

TT alternative: الإسلام والاستشراق الرومانسي

ST: Preface (p. vii)

TT: الافتتاحية (p. 5)

TT Comments:

- Wrong of use of *Hamzah*. It should be deleted. It is, however, a repeated mistake.

TT alternative: الافتتاحية

Kalima book 3 profile.

English book title: The Book of Tea by Kakuzo Okakura (1906).

Arabic book title: كتاب الشاي (2009).

Book register: Field, Japanese tea ceremony

Tenor, Sender: assistant curator at Boston's Museum –
1862-1913

Receiver: General readers

Mode, English text book

Translator's profile: On searching the web, 81,500 results for the translator were found in Arabic, however the translator's profile is available in the book.

Book reviewer: Not provided.

Translated book Google search result: Appeared in 1690 web links.

ST: the **polite** amusement. (p. 3)

TT: المتع الكيسة. (p. 10)

TT Comments:

- Ambiguous and incomprehensible owing to the fact that the word كَيْس does not fit the meaning of 'polite' nor does it collocate with المتع. Also, the shades of meaning of كَيْس makes it a bad alternative.

"1. Marked by or showing consideration for others, tact, and observance of accepted social usage. 2. Refined; elegant: polite society. [Middle English polite, polished, from Latin pol'itus, past participle of pol're, to polish. See POLISH.] --po·lite“ly adv. --po·lite“ness n." (Oratory, 1997)

"وفي الحديث عن النبي، صلى الله عليه وسلم: الكَيْس من دان نفسه وعَمِل لما بعد الموت أي العاقل".
(ابن منظور، 711).

"الكيس من دان نفسه وعمل لما بعد الموت والعاجز من أتبع نفسه هواها وتمنى على الله الراوي: شداد بن أوس المحدث: الترمذي - المصدر: سنن الترمذي - الصفحة أو الرقم: 2459 خلاصة حكم المحدث: حسن". (الموسوعة الحديثية، ب.ت.)

TT alternative: المتع رفيعة الذوق

TT: أعظم كتاب وضع حول "الشاي" (book back cover)

TT Comments:

- Wrong use of the word حول resulting in semantic inaccuracy.

TT alternative: أعظم كتاب وضع عن "الشاي"

Kalima book 4 profile.

English book title: not available – multiple short stories, original language is Urdu or Hindi by different authors.

Arabic book title: حصار الذكريات - قصص قصيرة من الهند (2009).

Book register: Field, literature- short story collection

Tenor, Sender: a number of short stories authors

Receiver: General Arab Readers

Mode, Indian text book

Genre function: The idea behind the short story genre is to convey a message or a point to the reader economizing on words.

Translator's profile: Provided in the book, director of the Indian Arab Cultural Centre in New Delhi. He has held many high ranking positions and represented India as Ambassador in several Arab countries. He has many writings in Indian literature. His professional qualifications are a Bachelor degree in political science and English literature and a Master's degree in Arabic language and literature from the University of Delhi. However no translation history is recorded.

Book reviewer: Provided.

Translated book Google search result: Appeared in 0 web links.

TT: (p. 174) بعد قراءتها الصحف بعناية في الصباح كعادتها، التقطت السيدة مأثور

TT comments: Cataphora is a common feature of English, but uncommon (imported style) in exactly the same way in Arabic Style.

TT alternative:بعد أن قرأت السيدة مأثور الصحف بعناية في الصباح.

TT: (p. 176) ابتسامة منافقة

TT comments: Unusual combination in the TT

TT alternative: ابتسامة نفاق\ابتسامة تدل على النفاق

TT: (p. 176) بصوت متواضع أليف

TT comments: The adjective أليف does not collocate with صوت.

TT alternative: بصوت متواضع مألوف

TT: (p. 177) بسبب تعاستهم العائلية

TT comments: The target word تعاسة is a common mistake showing impact of Media Arabic. The correct form is نَعَس. In Surat Muhammad, Ayah 8, it says "والذين كفروا فتعسوا لهم وأضل أعمالهم". The word تعاسة is not found in any Arabic-Arabic dictionary.

"قال أبو إسحق في قوله تعالى: فَتَعَسُوا لَهُمْ وَاضَلَّ أَعْمَالَهُمْ". (ابن منظور، 711)

TT alternative: بسبب تعسهم \ بؤسهم العائلي

TT: (p. 177) السياسيين المستنفذين

TT comments: Wrong use of the Arabic word مستنفذ.

"ورجل نافذ في أمره، ونفوذ ونفاذ: ماض في جميع أمره، وأمره نافذ أي مطاع". (ابن منظور، 711)

TT alternative: السياسيين النافذين \ ذوي النفوذ

TT: (p. 177) و أبناء كبار الصناعيين من ذوي الوزن الثقيل

TT comments: unusual conversion of adjective صناعي into a plural noun.

TT alternative: (Web search shows 17,300 results) و أبناء رجال الصناعة.....

TT: (p. 177) شكوى بدائية

TT comments: Incorrect use of بدائية as it means 'primitive'.

TT alternative: شكوي أولية

TT: (p. 178) للرؤساء الكبار

TT comments: Inaccurate and ambiguous use.

TT alternative: لكبار الرؤساء

TT: كما يظن المراسلون (p. 178)

TT comments: Check comment on كما above.

"قال الأزهرى:.... أنه قال: حَكَمَ الْيَتِيمَ كما تُحَكِّمُ ولدك ... وأصلحه كما تصلح ولدك وكما تمنعه من الفساد". (ابن منظور، 711)

TT alternative: يظن المراسلون أيضاً

TT: أنهى بنفسه حياته (p. 180)

TT comments: There did not seem to be any reason for separating the object from its verb.

TT alternative: أنهى حياته بنفسه

TT: (p. 180) و لا يسمعون من الأخبار إلا تلك المتطابقة كالغريان و التي تحط

TT comments: Wrong use of و before التي.

TT alternative: و لا يسمعون من الأخبار إلا تلك المتطابقة كالغريان التي تحط

TT: (p. 180) حكاية اتهام رام لال بالفساد

TT comments: wrong use of adjective. Syntactic problem.

TT alternative: حكاية اتهام رام لال بالفساد

TT1: (p. 180) و لا يسمعون من الأخبار إلا تلك المتطابقة كالغريان

TT2: لا يسمعون سوى "الأخبار الطائفة"

TT comment: Inconsistent collocation.

TT (p. 181) إن فكرت بصورة موضوعية:

TT comment: The impact of English Structure is showing in the use of فكرت as the verb is qualified by the adverb, while Arabic uses يفكر تفكيراً.

TT alternative: إن فكرت تفكيراً موضوعياً

TT (p. 181) المهتمين بطي أرجلهم:

TT comments: Incorrect use of طي which means 'to fold'.

TT alternative: المهتمين بثني أرجلهم

TT (p. 181) وتردد صلاة قصيرة:

TT comments: Incorrect use of the word صلاة after تردد.

TT alternative: و تردد دعاء قصير:

TT (p. 182) فلو كان باوجي يرتشي لما كنا نجلس اليوم قلقين بشأن ...:

TT comments: The verb كان requires a predicate (مرتشياً) not a verb (يرتشي).

Clumsy use of (لما كنا نجلس)

TT alternative: فلو كان باوجي مرتشياً لما جلسنا اليوم قلقين بشأن ...:

TT (p. 183) و ما إن سطعت هذه المعرفة بنورها عليه حتى قرر نداءها في أحد الأيام.

TT comments:

- Wrong use of إن; as the correct form should be أن after ما.
- The TT نداءها قرر shows inaccurate use of the word نداء leading to a semantic error.

"والنداء والنداء: الصوت مثل الدُعاء والرُغاء ، وقد ناداه ونادى به وناداه مُناداة ونداء أي صاح به.

قال أبو إسحق: يقول ادعوا من استدعيتم طاعته ورجوتم معونته في الإتيان بسورة مثله، وقال الفراء: وادعوا شهداءكم من دون الله، يقول: ألِهتكم، يقول استغيثوا بهم، وهو كقولك للرجل إذا لقيت العدو خالياً فادعُ المسلمين، ومعناه استغث بالمسلمين، فالدعاء ههنا بمعنى الاستغاثة، "قال الأزهرى: ... أنه قال: حَكَمَ الْيَتِيمَ كَمَا تُحَكِّمُ وَلَدَكَ ... وَأَصْلَحَهُ كَمَا تَصْلِحُ وَلَدَكَ وَكَمَا تَمْنَعُهُ مِنَ الْفُسَادِ". (ابن منظور، 711)

TT alternative: و ما أن سطعت هذه المعرفة بنورها عليه حتى قرراستدعاءها في أحد الأيام

(p. 183) و عندما يأتي المتقون لتقديم عطاءاتهم للآلهة يأخذ الكاهن حصته

TT comments:

- Inaccurate use of the word المتقون seems to be a reflection of the source language. The same goes for the word عطاءات.

TT alternative: و عندما يأتي المتعبدون\المؤمنون لتقديم قرايبتهم للآلهة يأخذ الكاهن حصته:

(p. 184) فهو محاط ليس بأربعين لصاً بل بأربعين ألف لص

TT comments:

- Syntactic error.

TT alternative: فهو ليس محاطاً بأربعين لصاً بل بأربعين ألف لص

(p. 185) كل تلك الجيوش من اللصوص عليه أن يمرّ بها..

TT comments: Considering the wider context, there does not seem to be any reason for the syntactic re-ordering of words in the sentence.

TT alternative: عليه أن يمرّ بكل تلك الجيوش من اللصوص

(p. 185) هناك لصوص صغار كثر خلف كل لص كبير مثل الدمى الخشبية الروسية.

TT comments: clumsy structure as مثل refers to كثر صغار كثر.

TT alternative: هناك لصوص صغار كثر مثل الدمى الخشبية الروسية خلف كل لص كبير.

TT: اليوم الذي شغل به ذلك المنصب (p. 185)

TT comments: Wrong use of the preposition (ب)

TT alternative: اليوم الذي شغل فيه ذلك المنصب

TT: ولكونهم وقحين مشاكسين

TT comments: Wrong use of كون in the sense of لأن. This seems to be resulting from the impact of the SL.

TT alternative: ولأنهم وقحون مشاكسون

According to Stejskal (2007), quality assessment methods exist for both translation companies and individual translators to ensure quality product. One way of maintain standards is through a process of certification. For companies, certification is based on a quality standard and the company's compliance with such a standard. These standards invariably define the processes that should be employed in order to provide good quality translation. The US, for example, does not have such means of certification as far as companies are concerned. On the other hand, standards do exists in the European Union, and a new ISO standard is being developed which will serve as a basis for certification of translation companies on a global level. As for individual translators, Stejskal added, certification is almost non-existent at any officially accepted level. Translators conduct their work for commissioners based on their ability to translate without the need for any particular certificate or having to sit certain tests besides their usual academic qualifications, which might not necessarily be sufficient for their production of quality work. The most widely recognized certification is offered by the

American Translators Association, which offers certification in 27 language combinations, but there are other certification bodies in the U.S. and abroad. (p. 19). In the Arab world, there is virtually none.

Unrevised translations are always regarded as inferior in quality, or at least suspect, and for many if not most purposes they are simply not acceptable. In the multi-national firm Siemens, even internal communications that are translated are post-edited. Such news generally comes as a surprise, if not a shock, to most people in the U.S. (Slocum, 1985, p. 547)

As is clear from the above analysis based on a randomly selected number of works from both Kalima and Tarjem, quality control and post-translation editing/proofreading and revising seem to be lacking, and therefore there is a desperate need to direct focus on quality issues in order to enhance their goals/objectives achievements. Translation standards in the Arab world, however, are not widely sought. The UAE translation projects have an opportunity to pioneer in this field and set their own quality standards to assess their outsourced translations. The above examples show linguistic as well as cultural incompetence at the level of the finished product. This could have easily been avoided had qualified editors been employed for this purpose.

5. CONCLUSION

During the visits to Kalima and Tarjem, both projects' staff expressed how difficult and challenging were the tasks of translating, publishing and distributing books in the Arab world. This problem was realized earlier by the projects as according to Kalima's website ("Why Kalima was," 2010):

Put simply, Kalima was created to address a thousand year old problem - the translation drought in the Arab world which has resulted in few great pieces of foreign writing being translated into Arabic. This has left Arabic readers unable to enjoy or learn from some of the greatest writers and thinkers that have ever lived. If you are looking for the works of Freud or Chaucer for example, you will not find them in Arabic. Currently in most Arabic countries, 'quality works' of world literature or academia are only available in their original language, restricting access to these books to a select group of society.

The well known and long-term existing translation problem, however, did not hinder Kalima and Tarjem from pursuing their planned translation projects in order to achieve their targets. Their profound recognition about the importance for translation is manifested in the records of Arabic history. As the director of Kalima project Dr. Ali Bin Tamim said in his speech:

The "Kalima" project is launched due to a true recognition and awareness of the important role of translation in the revival of nations, and the role it plays in interacting with each other. Translation provides common points of contact, bridges the gaps between cultures, and fosters cultural exchange between oneself and the Other. Therefore, the

"Kalima" project aims at reviving the translation movement and making it a truly genuine cultural and educational gesture. ("Speech by," 2010, para. 3)

Despite the UNESCO reports, which revealed a lack of reliable statistics to study the case of translation carried out in the Arab world, and a number of similar translation projects in the Arab world that suffered from discontinuation and/or interruption, Kalima and Tarjem have been initiated and launched by highly ranked governmental support who made their decisions based on their own thoughts which uncovered the impact of translation on the UAE and Arab world development. Conducting reliable studies on translation activity performance is one way among others to improve translation status in Arab world, and as a result this thesis was implemented with the aim to study translation in the UAE. As the focus of the thesis is translation development in the UAE, the utilization of Kalima and Tarjem as examples was a natural choice to explore, analyze and evaluate. The study demonstrated the UAE translation projects lifecycle as a framework to analyze their goals/objectives, and then followed by conducting SWOT analysis and translation quality assessment. Suggestions and recommendations were introduced with analysis and evaluation in an attempt to benefit and properly guide the UAE projects' planners.

Although the number of books translated is useful for statistics, this itself cannot be utilized as an evaluation for the objectives of the thesis. With the aid of projects' staff and publicated figures, Kalima translated 300 books in two years, and Tarjem 740 books in two years (A. B. Tamim, personal communication, May 26, 2010; I. Khadim, personal communication, March

11, 2010). Kalima and Tarjem leaflets, periodicals and websites have lists of the books translated divided into categories.

Kalima has delivered its promise, he continued, 'the project has been able to translate and publish more than 300 books in two years. The initial plan had aimed for the translation of 100 books per year. The publications were mainly translated directly from more than ten languages worldwide.' ("Kalima Project to," 2010, para. 6)

These results reveal that the projects achieved their annual objectives in terms of quantity. Comparing this new result (approximately $300 + 740 = 1040$ translated books in the UAE during the years 2008-2010) using the statistics retrieved from UNESCO databases ("Index Translationum Statistics," n.d.), demonstrates that the UAE accomplished an incredible increase in the number of books published since the initiation of Kalima and Tarjem (see Figure 3).

Another useful illustration can be made to show the number of translated books into Arabic which are published by the highest 10 countries in the entire world, according to the UNESCO databases ("Statistics on Index Translationum," n.d.), where the UAE is not among them, however the total number of translated books into Arabic which are published or subsidized by the UAE is a completely different matter now. Using the data obtained from UNESCO databases and the UAE projects, the total number in the UAE is now approximately 1125 translated books as displayed in Figure 4.

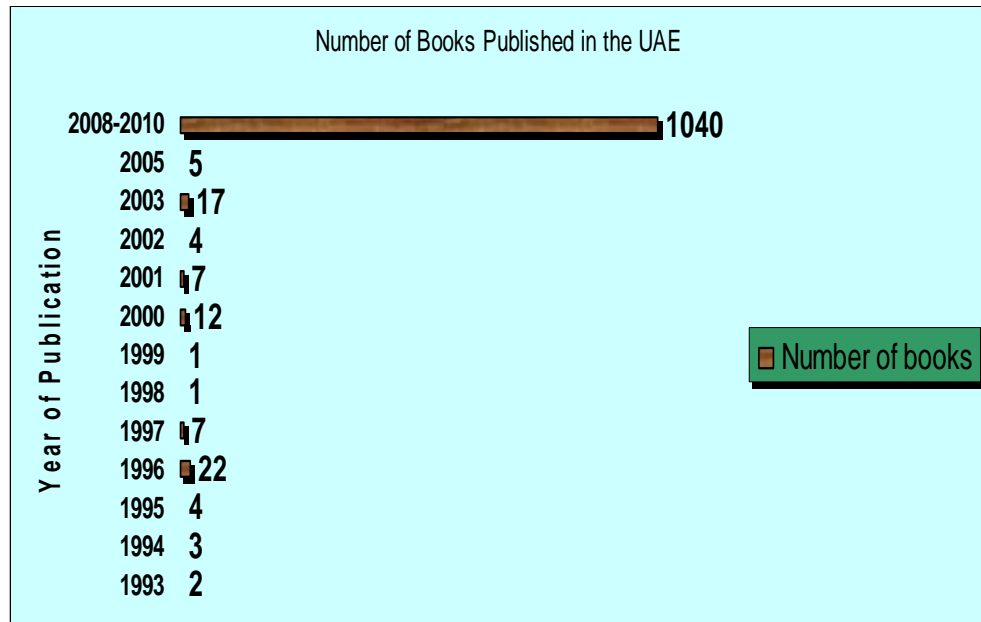


Figure .3 Number of Books Published in the UAE. Using the statistics retrieved from the UNESCO databases demonstrates that the UAE has accomplished an incredible increase in the number of books published since the initiation of Kalima and Tarjem.

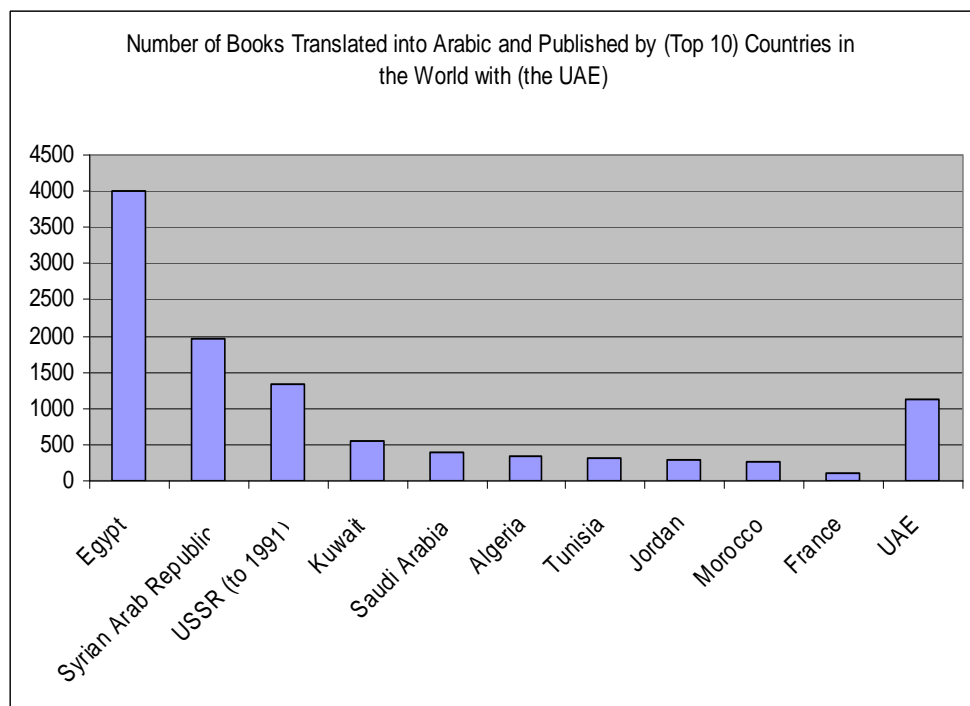


Figure .4 Numbers of Books Translated into Arabic and Published in the World (adding the UAE). Another useful comparison can be made for the

numbers of books translated and published into Arabic in the entire world (according to the UNESCO database) before and after the initiation of Kalima and Tarjem.

Someone from first glance on the above results would say that Kalima and Tarjem have achieved their goals/objectives, but after conducting deep analysis and evaluation for Kalima and Tarjem goals/objectives, anyone will realize that the 1000 years old translation problem in the Arab world could not easily be resolved in a few years. The two projects started with strategies and plans which have been or will be adjusted later on. The projects strategies and plans modifications are justified as normal and healthy consequences of the controlling phase in the projects lifecycle, as extra controls by the project management were required in order to guarantee that their applied strategies and plans are appropriate and adequate to achieve the projects aimed goals/objectives. When the controlling outcome is not satisfactory, this usually happens for two reasons, either unforeseen external or internal change or unconsidered internal or external existing surroundings. Both reasons indicate the importance of conducting SWOT analysis during and after the planning phase of the project lifecycle (see Figure 2). SWOT analysis forces the project management to analyze, evaluate and understand the external and internal environments in order to realize or predicate the current or future status. A list of weaknesses, strengths, opportunities and threats assist management to plan or make plan amendments. Translation quality assessment is a major objective for both projects, which proved to be complex and difficult to plan for and maintain. This is a result of many relevant weaknesses and threats. The TQA difficulty is also revealed theoretically, as House's 1977 model was criticized

for the nature, complexity and terminology of the analytical categories she used in her model, but also because of the absence of poetic-aesthetic texts in her case studies. The translation quality assessment conducted in this thesis showed some suggested examples from a sample of books translated by Kalima and Tarjem that require further attention and consideration.

Kalima and Tarjem, as projects, require competent management which can analyze and evaluate the goals and the objectives initiated by their sponsors in order to manage the projects through their lifecycles successfully. The objectives listed by Kalima and Tarjem necessitate further details to ensure their comprehensibility. Kalima has an initiative to bring together authors, translators, publishers and distributors, and one of its objectives is to open up new book distribution channels, however Kalima did not clarify the format of these distribution channels. Is the distribution to be achieved by outsourcing or would Kalima establish its own channels? Kalima's short term objectives were obviously tangible and measurable, nonetheless the long term objectives were intangible and difficult to measure or quantify. Although all objectives be it short or long term became consistent, the long term intangible goals' tasks require break up because of their complexity. After all, Kalima's overall strategy for making a wide range of quality translated books available to readers in Arabic in order to help build a stronger Arab book industry is consistent with Kalima's goals/objectives. The UAE projects quality and quantity objectives are achievable if appropriate plan and execution with adequate controls take place. To plan properly for the objectives more specificity is required, and if the short term objectives are appropriately planned for and achieve their aims, this would consistently work towards

achieving the long term goals. Again, the assignment of the tangible objectives to competent individuals/commissioners is the solution to get them achieved, but the intangible objectives assignment to one individual is difficult because of its complexity, therefore the intangible goals need to be broken down into units that take several phases in the project lifecycle. Using SWOT analysis is useful to decide the standards, which if compared to the results can tell the deviations that can alert the strategy shifts, just like as Kalima did when it realized that the sole reliance on the publishers would not solve the translation problems in the Arab world. The translation quality assessment, as internal quality control, might have alerted deviations that promoted strategy review and adjustments by Kalima and Tarjem. Currently, Tarjem is posting the following on its website:

In its endeavour to deliver top quality projects for the benefit of the Arab World context, the Mohammed bin Rashid Al Maktoum Foundation is currently undertaking a rigorous review of its current strategy and programmes in order to deliver them in the most efficient manner. We regret to inform you that we are not accepting new applications until further notice. Thank you for your understanding

Any project plans and strategies are subject to change as management sees fit according to further analysis, evaluation and study for targets, plans, findings, results and reasons for change. For example, Kalima announced its translation budget limits to the publishers in their new publisher's scheme *Jusoor*.

In two years, Kalima and Tarjem achieved some of their short term targets, for example, the number of books to translate annually. However, in five years they are expected to achieve the following:

1. Translators support schemes are expected to increase the number of the qualified Arabic translators joining those projects.
2. Quality assessment panelist is expected to create an Arabic translation quality assessment model.
3. Project management is expected to create an accurate and reliable translation database that assists in the field of Arabic translation studies.

This thesis covered one project management tool, SWOT analysis, and one major internal control strongly relevant to such translation projects, translation quality assessment TQA however, there are many other managerial tools and controls which if endeavored would be as beneficial to Kalima and Tarjem, examples being conducting benchmarking study, Critical Path Analysis CPA or quantitative analysis since the projects have intangible goals/objective. As for translation project controls, these range in spectrum from minor to major differ from one book to another, therefore, each book translated by the UAE projects can be a separate topic to research. It has been noticed through the study that the more study focus ensures better results. This thesis suggests the SWOT analysis for Kalima and Tarjem, however more practical involvement through internship may come out with more direct and successful results. Above all, further contemporary studies about translation development in the UAE are encouraged, which would encourage interaction between academia and the entrepreneur as one way to narrow the gap between them.

REFERENCES

- ADJD runs an instant translation session to 50 translators. (2009, November 3). Retrieved April 20, 2010 from <http://www.adj.d.gov.ae/en/news/adj.d.runs.as.instant.translation.session.to.fifty.translators.aspx>
- Allaithy, A. (2006, September 22). *Important Links: Translation Associations*. Retrieved May 16, 2010 from <http://www.atinternational.org/forums/showthread.php?t=993>
- Al Bayan for Press, Printing and Publishing. (2010). Retrieved May 16, 2010 from <http://www.albayan.ae/>
- Al-Qasimi, S. B. S. (1963, August 26). Mineral and petroleum affairs. [Letter to J. W. Mecom]. Archive Editions & Public Records Office. (1994). *Annual Records of the Gulf 1963 United Arab Emirates*, 6. London, England: Antony Rowe Ltd.
- Arabic E-Book. (2009). Retrieved May 16, 2010 from http://library.ppu.edu/freeresources/A_books.aspx
- Arab Associations. (2010, February 25). Retrieved May 16, 2010 from <http://www.arabtranslators.org/library.asp>
- Baker, M. (1998). Arabic tradition. In M. Baker (Ed.), *Routledge encyclopedia of translation studies*. London, England: Routledge.
- Baker, M., & Hanna, S. F. (2009). Arabic tradition. In M. Baker & G. Saldanha (Eds.), *Routledge encyclopedia of translation studies* (2nd ed.). London, England: Routledge.
- Baker, M., & Saldanha, G. (Eds.). (2009). *Routledge encyclopedia of translation studies* (2nd ed.). London, England: Routledge.

Bandia, P. (2009). African tradition. In M. Baker & G. Saldanha (Eds.),

Routledge encyclopedia of translation studies (2nd ed.). London, England: Routledge.

Bender, L. (2009, March 20). *Translation is the most important channel of*

intercultural dialogue (P. Lanagan, Trans.). [Interview with Dr. Abdo

Abboud, Professor of Comparative Literature: University of

Damascus, Syria]. Retrieved May 16, 2010 from

http://www.qantara.de/webcom/show_article.php/_c-304/_nr-12/i.html

Celebrating Culture and Heritage. (n.d.). Retrieved April 18, 2010 from

<http://www.abudhabiclassics.com/en/about/adach>

Chad W. (2009, March 23). Re: The Arab Book Market: Facts and Figures

[Web log message]. Retrieved May 16, 2010 from

<http://www.rochester.edu/College/translation/threepercent/index.php?id=1778>

Chad W. (2009, October 19). Re: Russian Book Market [Web log message].

Retrieved May 16, 2010 from

<http://www.rochester.edu/College/translation/threepercent/?s=tag&t=frankfurt-book-fair>

Chad W. (2009, October 20). Re: Why You Should Attend the ADIBF [Web

log message]. Retrieved May 16, 2010 from

<http://www.rochester.edu/College/translation/threepercent/?s=tag&t=frankfurt-book-fair>

Dar Al Khaleej for Press, Printing and Publishing. (2008). Retrieved May 16,

2010 from <http://www.alkhaleej.ae/>

Dearlove, D. (2007). *Business The Richard Branson Way – 10 Secrets Of The World's Greatest Brand Builder* (3rd ed.). New York, NY: Wiley.

Development Plans of the GCC states. (1962-1995). Archive Editions. (1994). *United Arab Emirates*, 4. London, England: Antony Rowe Ltd.

Dourado, P. (2007). *The 60 Second LEADER*. New York, NY: Wiley.

Dr. Sultan Al-Qassimi Centre for Gulf Studies. (2008). Retrieved April 18, 2010 from <http://www.dsqc.ae/index1.php>

Dr. Sultan Al-Qassimi Center for Gulf Studies will be important center globally. (2009, March 18). Retrieved April 18, 2010 from <http://www.sharjah.ac.ae/English/Items/News/Pages/DrSultanAl-QassimiCenterforGulfStudieswillbeimportantcenterglobally.aspx>

Education. (1961, February-1962, July). Archive Editions. (1993). *Annual Records of the Gulf 1962 United Arab Emirates*, 6. London, England: Antony Rowe Ltd.

Faiq, S. (2000). Arabic Translation: A Glorious Past but a Meek Present. In M. G. Rose (Ed.), *Beyond the Western Tradition, Translation Perspectives XI*. Binghamton: Center for Research in Translation, State University of New York, New York, NY

Fatani, A. (2009, October). The State of the Translation Industry in Saudi Arabia. *Translation Journal*, (13)4. Retrieved January 18, 2010 from <http://www accurapid.com/journal/50saudi.htm>

German university of Mainz cooperates with Kalima on translation project. (2009). Retrieved May 16, 2010 from <http://www.najahonline.com/Home-News/Exhibitor-News/Exported->

News/German-university-of-Mainz-cooperates-with-Kalima-on-translation-project/

Grants for the Arts and literary translation. (n.d.). Retrieved May 16, 2010 from <http://www.britishcouncil.org/arts-newarabicbooks-working-arab-translation.htm>

Hamdan, J., & Fareh, S. (1999). The translation of Arabic Wa into English: Some problems and implications. *Dirasat: Human and Social Sciences*, 26(2). Amman, Jordan: University of Jordan.

Harabi, N. (2009, June 02). *Knowledge Intensive Industries: Four Case Studies of Creative Industries in Arab Countries*. Learning Event on Developing Knowledge Economy Strategies to Improve Competitiveness in the MENA Region, Alexandria, Egypt. Retrieved April 20, 2010 from World Bank website: http://info.worldbank.org/etools/docs/library/251761/day3creative%20Industry%20WB_version%201.pdf

Highlights of major events in 2007. (2008, January 02). *UAE Interact*. Retrieved April 20, 2010 from http://www.uaeinteract.com/docs/Highlights_of_major_events_in_2007/28055.htm

Hoffer, E. (1966). *The True Believer*. New York, NY: Harper & Row Publishers.

House, J. (1997). *Translation quality assessment: a model revisited* (Rev. ed.). Tübingen, Germany: Narr.

Index Translationum Statistics - Evolution of translations in a given country [Database]. (n.d.). Retrieved July 01, 2010 from UNESCO website:

<http://databases.unesco.org/xtrans/stat/xTransForm.a?f=C&VL1=D&lg=0&t=Evolution+of+translations+in+a+given+country>

Internationally Renowned Translator Johnson-Davies Speaks at AUC. (n.d.).

Retrieved May 16, 2010 from

<http://www.aucegypt.edu/newsevents/Pages/NewsDetails.aspx?eid=37>

8

Interview with Kalima CEO. (2007, November 11). *Al Emarat Al Youm*

Publication, 8-9. Retrieved April 20, 2010 from Kalima website:

<http://www.kalima.ae/new/imagesadmin/press/0811171157142684.doc>

Isabelle, P., & Kuhn, R. (2009, August). *MT: The Current Research*

Landscape. Proceedings of the twelfth Machine Translation Summit,

Ontario, Canada. Presentation retrieved April 20, 2010 from

<http://www.mt-archive.info/MTS-2009-Kuhn-ppt.pdf>

Johnson, C. (2002, February). *eBook Advantages over pBooks*. Retrieved May

16, 2010 from Mckendree University website:

http://faculty.mckendree.edu/william_harroff/ebe/ebook_advantages_over_pbooks.htm

Kalima. (2010a). Retrieved April 18, 2010 from

http://www.kalima.ae/new/index_en.php

Kalima. (2010b). Feature Projects. *Abu Dhabi Authority for Culture and*

Heritage. Retrieved April 18, 2010 from

<http://www.adach.ae/en/portal/featured.project/kalima.aspx>

Kalima Project to be Focus at Book Fair. (2010, February 24). *Khaleej Times*

Online. Retrieved April 20, 2010 from

Kuwait's Support of Scientific Research. (2003). Retrieved May 16, 2010 from

<http://www.cait.gov.kw/Default.aspx?pageId=10>

Legal References. (2010). Retrieved April 20, 2010 from

http://www.tra.gov.ae/legal_references.php

Liberatore, M. J., Stout, D. E., & Robbins, J. (2007, Winter). Key Project

Management Concepts for Accountants. *MANAGEMENT*

ACCOUNTING QUARTERLY, 8(2). Retrieved April 20, 2010 from

http://www.imanet.org/publications_maq_back_issues_winter2007.asp

Library Statement. (2009). Retrieved May 16, 2010 from

<http://www.translationaward.org/ShowYear.aspx?YearID=5>

Machine Translation. (n.d.). Retrieved April 20, 2010 from The Stanford

Natural Language Processing Group of Stanford University website:

<http://nlp.stanford.edu/projects/mt.shtml>

Market of the Month – United Arab Emirates (UAE). (n.d.). Retrieved April

20, 2010 from

http://www.export.gov/articles/marketofmonth/eg_main_017098.asp

Meiering, G. (2004). *Lost or found in translation*. Retrieved April 20, 2010

from Next Page Foundation website:

www.npage.org/news/Lost%20or%20Found%20summary.doc

Meiering, G. (2009). The Book Industry in Jordan. In G. Meiering, L.

Kacharava, & G. Lezhava (Eds.), *Arab Book Industry Project*.

Retrieved April 20, 2010 from Frankfurter Buchmesse website:

http://www.buchmesse.de/imperia/celum/documents/Buchmarktstudie_Jordan_Kapitel_1.pdf

Melby, A.K. (1998, November). *Eight Types of Translation Technology*.

Retrieved April 20, 2010 from

<http://www.ttt.org/technology/8types.pdf>

Mohammad Outlines Knowledge Plan. (2007, March 29). *Gulf News*.

Retrieved April 20, 2010 from

<http://gulfnews.com/news/gulf/uae/general/mohammad-outlines-knowledge-plan-1.470112>

Mohammed bin Rashid Al Maktoum Foundation Launches 'Tarjem' to Inspire Translation Work in Arab World. (2008, February 13). Retrieved April

18, 2010 from

<http://www.mbrfoundation.ae/English/Pages/13Feb08.aspx>

Mohammed bin Rashid Al Maktoum Foundation Receives a Delegate from

Emirates Publishers Association. (2010, February 15). Retrieved May

16, 2010 from

<http://www.mbrfoundation.ae/English/Pages/15Feb10.aspx>

Mullins, N. (2007, November 19). *The Arabooks initiative*. Retrieved May 16,

2010 from <http://www.npage.org/article42.html>

Munday, J. (2008). *Introducing Translation Studies* (2nd ed.). London,

England: Routledge.

National Center for Documentation and Research. (2010). Retrieved May 16,

2010 from <http://www.cdr.gov.ae/ncdr/English/index.aspx>

New Funds for Translation. (n.d.). Retrieved May 16, 2010 from

<http://www.attlc-ltac.org/node/360>

- Nogueira, D. (1998, October). The Business Translating. *Translation Journal*, 2(4), Retrieved April 20, 2010 from <http://accurapid.com/journal/06xlat1.htm>
- Okakura, K. (1993). *The Book of Tea*. Boston, MA: Shambhala.
- Oratory. (1997). In R. B. Costello (Ed.), *The American Heritage College Dictionary* (3rd ed.). Boston, MA: Houghton Mifflin Company.
- Our Objectives. (2010). *Kalima*. Retrieved April 18, 2010 from http://www.kalima.ae/new/index_en_4_23.php
- Pérez, C. R. (2002, October). Translation and Project Management. *Translation Journal*, 6(4). Retrieved April 18, 2010 from <http://accurapid.com/journal/22project.htm>
- Pitman, P. (1963, March 13). Education. [Letter to A. J. M. Graig]. Archive Editions & Public Records Office. (1994). *Annual Records of the Gulf 1963 United Arab Emirates*, 6. London, England: Antony Rowe Ltd.
- Robinson, D. (2003). *Becoming a translator: an introduction to the theory and practice of translation* (2nd ed.). London, England: Routledge.
- SWOT Analysis Resource Page. (2006). Retrieved May 16, 2010 from <http://www.isu.edu/acadaff/swot/index.shtml>
- Saeed, A. T., & Fareh, S. (2006). *Difficulties Encountered by Bilingual Arab Learners in Translating Arabic 'fa' into English*. Department of English Language and Literature, College of Arts and Sciences, University of Sharjah, Sharjah, *International Journal of Bilingual Education and Bilingualism*, 9(1).
- Saleh, S. (2005). Culture and The Problematics of Arabic Translation (S. Faiq, Trans.), *Intercultural Communication Studies*, XIV, 4. Retrieved April

20, 2010 from The University Rhode Island website:

<http://www.uri.edu/iaics/content/2005v14n4/03%20Salah%20Saleh.pdf>

Salem, Y. (2009, April). *A generic framework for Arabic to English machine translation of simplex sentences using the Role and Reference Grammar linguistic model* (Master's thesis, Institute of Technology Blanchardstown, Dublin, Ireland). Retrieved April 20, 2010 from http://linguistics.buffalo.edu/people/faculty/vanvalin/rrg/Yasser_Salem_MSc_thesis.pdf

Sarasohn, L. J., & Luehlfig, M. S. (2002, Summer). Project Management on the Fly—the Road to Nowhere. *MANAGEMENT ACCOUNTING QUARTERLY*, 3(4). Retrieved April 20, 2010 from http://www.imanet.org/publications_maq_back_issues_summer2002.asp

Services rendered by the Center. (n.d.). *Translation Center, King Saud University*. Retrieved May 16, 2010 from <http://www.ksu.edu.sa/sites/KSUArabic/aboutUs/Centers/TranslationCenter/En/Ar/services.htm>

Shamseddine, M. (2007, April 4). Cultural contribution of Arabs 'on the decline'. *Gulf News*. Retrieved April 20, 2010 from <http://gulfnews.com/news/gulf/uae/heritage-culture/cultural-contribution-of-arabs-on-the-decline-1.170963>

Sharafuddin, M. (1994). *Islam and Romantic Orientalism, Literary Encounters with the Orient*. London, England: I. B. TAURIS PUBLISHERS.

Sharjah Library. (2005). Retrieved April 20, 2010 from

<http://www.shjlib.gov.ae/>

Sheikh Zayed Book Award. (2006). Retrieved April 20, 2010 from

<http://www.zayedaward.com/en/index.aspx?id=68>

Slocum, J. (1985). *Machine Translation: its history, current status, and future*

prospects. Siemens Communications Systems, Inc., Linguistics

Research Center, University of Texas. doi: 10.3115/980431.980607.

Retrieved April 20, 2010 from [http://acl.ldc.upenn.edu/P/P84/P84-](http://acl.ldc.upenn.edu/P/P84/P84-1116.pdf)

[1116.pdf](http://acl.ldc.upenn.edu/P/P84/P84-1116.pdf)

Speech by Dr. Ali Bin Tamim. (2010). Retrieved April 20, 2010 from

http://www.kalima.ae/new/highercomin_en_26_5.php

Statements of support and endorsement. (2010). Retrieved April 18, 2010

from http://www.kalima.ae/new/index_en_11_51.php

Statistics on Index Translationum database for "Target

language=ARA"[Database]. (n.d.). Retrieved April 20, 2010 from

UNESCO website:

[http://databases.unesco.org/xtrans/stat/xTransStat.a?VL1=C&top=10&](http://databases.unesco.org/xtrans/stat/xTransStat.a?VL1=C&top=10&l=ARA&lg=0)

[l=ARA&lg=0](http://databases.unesco.org/xtrans/stat/xTransStat.a?VL1=C&top=10&l=ARA&lg=0)

Stejskal, J. (2007, May). Quality Assessment in Translation. *MRA's Alert!*

Magazine. Retrieved April 20, 2010 from

http://www.cetra.com/uploads/Files/Alert_05_07.pdf

Sterba, J. P. (2001). *Three Challenges to Ethics-Environmentalism, Feminism,*

and Multiculturalism. New York. Oxford University Press.

Tarjem Programme. (2010). Retrieved April 18, 2010 from

<http://www.mbrfoundation.ae/English/Culture/Pages/Tarjem.aspx>

The difference between goals and objectives. (1996, March 9). Retrieved April 18, 2010 from

<http://edweb.sdsu.edu/courses/edtec540/objectives/difference.html>

The National Project of Translation. (2007). *Egypt State Information Service Publication, Year Book 2007*. Retrieved May 16, 2010 from

<http://www.sis.gov.eg/EN/Story.aspx?sid=2379>

The National Project of Translation in Egypt. (2010). Retrieved May 16, 2010 from

[http://www.nctegypt.org/index.php?option=com_content&view=article
&id=48&Itemid=56](http://www.nctegypt.org/index.php?option=com_content&view=article&id=48&Itemid=56)

Turjuman Programme. (2010). Retrieved May 16, 2010 from

<http://www.mbrfoundation.ae/English/Culture/Pages/Turjuman.aspx>

Tuson, P. (Ed.). (1990a). Archive Editions. *Records of the Emirates primary documents 1820-1958*, 1. London, England: Redwood Press Ltd.

Tuson, P. (Ed.). (1990b). Archive Editions. *Records of the Emirates primary documents 1820-1958*, 9. London, England: Redwood Press Ltd.

United Arab Emirates. (2010, May 27). *The WORLD FACTBOOK*. Retrieved May 29, 2010 from <https://www.cia.gov/library/publications/the-world-factbook/geos/ae.html>

United Arab Emirates University Libraries Deanship. (2005). Retrieved May 29, 2010 from <http://www.libs.uaeu.ac.ae/>

Venuti, L. (2009). American tradition. In M. Baker & G. Saldanha (Eds.), *Routledge encyclopedia of translation studies* (2nd ed.). London, England: Routledge.

Vermeer, H. (2004). Skopos and commission in translation theory. In L. Venuti (Ed.). *The translation studies reader* (2nd ed.). London, England: Routledge.

Why Kalima was created. (2010). Retrieved April 20, 2010 from
http://www.kalima.ae/new/index_en_6_25.php

Youssef, M. (2009, April 23). UAE laws translated into English. *The National*. Retrieved July 10, 2010 from
<http://www.thenational.ae/article/20090424/NATIONAL/704239817/1>

010

ARABIC REFERENCES

- Ahmed, N. M. (1986, July). *سلسلة الثقافة. التعريب و القومية العربية في المغرب العربي*. Beirut, Lebanon: Center for Arab Unity Studies.
- 6 *القومية*.
- Al Majlis Al Wuzari. *المجلس الوزاري للخدمات يوافق على الهيكل التنظيمي لوزارتي التربية والتجارة الخارجية*. (2010, June 28). Retrieved July 04, 2010 from WAM website:
- http://www.wam.org.ae/servlet/Satellite?c=WamLocAnews&cid=1275390580689&pagename=WAM%2FWAM_A_Layout&parent=Collection&parentid=1135099399918
- Al Markaz Al Yawm. (2007). Retrieved July 04, 2010 from <http://www.moc.gov.qa/translation/workflow.htm>
- Al-Sayadi, M. (1985, May). *سلسلة (4th ed.) التعريب و تنسيقه في الوطن العربي*. Beirut, Lebanon: Center for Arab Unity Studies.
- 1 *اطروحات الدكتوراة*.
- Dearlove, D. (2008). *ريتشارد برانسون صانع إمباطورية فيرجن - الأسرار العشرة لأعظم*. (إيلين نور منسي (Trans. مؤسس علامة تجارية في العالم Beirut, Lebanon: Academia International.
- Decree 381. *القرار الجمهوري رقم 381 بشأن المركز القومي للترجمة*. (2006). Retrieved July 04, 2010 from Egypt State Information Service website: <http://www.us.sis.gov.eg/Ar/EgyptOnline/Culture/000001/0203000000000000000000620.htm>
- Dourado, P. (2009). *دروس سريعة في قيادة الأعمال (رائد قافون*. Beirut, Lebanon: Academia International.
- Hoffer, E. (2010). *المؤمن الصادق (غازي القصيبي*. Abu Dhabi, UAE: Abu Dhabi Authority for Culture and Heritage (Kalima).

Mashruu` Kalima. (2010). مشروع كلمة للترجمة يقوم بتوزيع عشرة آلاف كتاب للأطفال ضمن.

بادرة حقبة أبوظبي للأطفال. Retrieved July 04, 2010 from

http://www.kalima.ae/new/newsin_ar_85_15.php

Mohammed, S. J. (2000, February). تقرير المسح الميداني لوضع الترجمة الراهن في الوطن

الترجمة في الوطن العربي، نحو إنشاء مؤسسة عربية للترجمة، بحوث و مناقشات. العربي

.الندوة الفكرية. Beirut, Lebanon: Center for Arab Unity Studies.

Obaid, A. (2007, April). Experiences, Expertise, and Technology in

Translation, The Second International Translation Conference. Arab

Thought Foundation, FIT, CIUTI. Amman. Retrieved July 04, 2010

from The Second International Translation Conference website:

http://translationatf.org/index.php?option=com_content&task=view&id=60&Itemid=85

Okakura, K. (2009). (Trans. كتاب الشاي (سامر أبو هاش. Abu Dhabi, UAE: Abu Dhabi Authority for Culture and Heritage (Kalima).

Salama, S. (2007, December 10). مشاريع الترجمة العربية.. ضرورة تنسيق الجهود. Al

Sharq Al-Awsat: Arab International Newspaper, 10604. Retrieved

July 04, 2010 from Al Sharq Al-Awsat website:

<http://www.aawsat.com/leader.asp?section=3&article=449159&issue=10604>

Sharafuddin, M. (2009). الإسلام و الاستشراق في العصر الرومانسي، مواجهات أدبية مع

(Trans. سرى خريس) Abu Dhabi, UAE: Abu Dhabi Authority for Culture and Heritage (Kalima).

Shurakaa`unaa. (n.d.). Retrieved July 04, 2010 from

<http://www.aot.org.lb/Home/partners.php?id=6>

Sterba, J. P. (2009). (Trans. البيئية والنسوية والتعددية. ثلاثة تحديات أمام علم الأخلاق - Trans. (2009). Sterba, J. P. (2009). (Trans. البيئية والنسوية والتعددية. ثلاثة تحديات أمام علم الأخلاق -

الثقافية (جوان صفيير). Beirut, Lebanon: Academia International.

Wa'adat fa'awfat. (n.d.). وعَدَت فَاوْفَت. Kalima (Annual Publication), 2, p. 7.

جمال الدين محمد بن مكرم بن منظور. (711 هـ). لسان العرب. بتاريخ 4 يوليو، 2010 من الموقع

الإلكتروني الباحث: <http://www.baheth.info/index.jsp>

حصار الذكريات - قصص قصيرة من الهند. (2009). ترجمة ذكر الرحمن، مراجعة رعد بندر.

أبوظبي، أ.ع.م.: هيئة أبوظبي للثقافة والتراث (كلمة).

الموسوعة الحديثية. (ب.ت.). بتاريخ 4 يوليو، 2010 من الموقع الإلكتروني الدرر السنية:

<http://www.dorar.net/enc/hadith>

APPENDIX

JUSOOR (BRIDGES) BROCHURE AND APPLICATION

Jusoor (Bridges)

Bringing Arab and International Publishers together

Kalima Project for translation has announced the launch of a new collaborative instrument with the title of 'Jusoor' (Bridges). This is a mechanism for the creation of a platform for meeting and cooperation between Arab and International publishers who participate in the Abu Dhabi International Book Fair 2010.

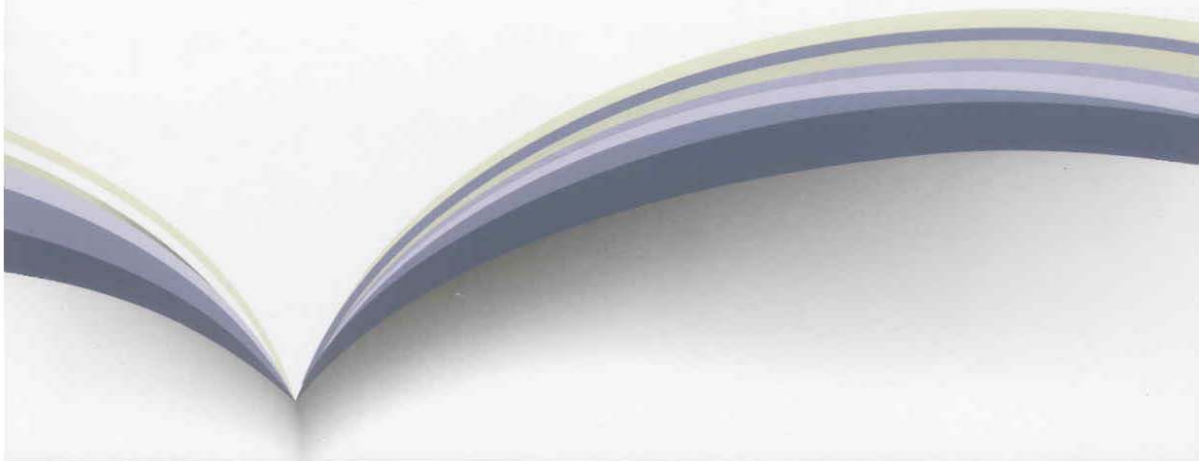
Overview:

We are seeking by means of this mechanism to support collaboration, in the form of translations, among the publishers attending the Abu Dhabi Book Fair. The Kalima translation project, belonging to the Abu Dhabi Authority for Culture and Heritage, believes that such cultural and intellectual cooperation will help to establish and promote the industry of the translated book and open up new possibilities for interaction between Arab and international publishers.

The capital Abu Dhabi has invested in cultural and intellectual fields with the objective of becoming a capital of Arab culture. Through a variety of initiatives and by novel means, including this new mechanism, it seeks to create opportunities for cooperation and dialogue which will in turn help to realise that policy in the present and future.

Aims:

- I. The establishment of a platform for cooperation and joint working between Arab and international publishers attending the Abu Dhabi Book Fair.
- II. Strengthening of intellectual property rights by encouraging the acquisition of the rights to translate works and publish them in Arabic according to valid international norms.
- III. Making the translation of books into Arabic a part of the international publishing landscape.
- IV. Raising the level of translation by ensuring that it rests on firm foundations and standards.
- V. Supporting the role of the Abu Dhabi International Book Fair as a meeting place between Arab and international publishers.
- VI. Increasing the number of translated works and opening up new horizons of learning to the reader.



Conditions:

Kalima will select from non-Arab publishing houses the titles which it wishes to be translated. Those titles shall be drawn from various fields (children's and teenage books, literature, criticism, history and suchlike). Kalima will subsidise the works selected for translation and distribute the titles to as many as possible of the participating Arab publishing houses. The conditions are as follows:

- I. Kalima will make a contribution towards the costs involved in each work selected, according to its specific characteristics, of an amount up to and not exceeding 3000 US dollars. → (4) Rules Part
- II. Kalima will receive in exchange a number of copies (to be agreed with the Arab publisher) of the book after its translation and publication for distribution and sale in the United Arab Emirates. The Arab publisher of the translated book may sell the book in both the United Arab Emirates and elsewhere, though only by individual direct retail in the Emirates. The Arab publisher may distribute and sell the book wholesale elsewhere.
- III. Both sides, that is to say the Arab publisher and the international publisher, must be participants in the Abu Dhabi International Book Fair.
- IV. There must be an agreement between Kalima and the Arab publishers on particulars related to each book on whose translation they have mutually agreed. These particulars will include the character of the translation, the technical methods employed in the translation, the date of delivery and similar details connected with its publication and translation.



Jusoor (Bridges)

Bringing Arab and International Publishers together

The Arab publishing houses desiring to participate in the Bridges initiative are requested to complete the following form and deliver it to Kalima at the Abu Dhabi International Book Fair.

Publisher's name											
Publisher's address											
Telephone											
Postal code											
E-mail											
Preferred areas of publishing	<table border="0"> <tr> <td><input type="checkbox"/> General Knowledge</td> <td><input type="checkbox"/> Natural & Applied Sciences</td> </tr> <tr> <td><input type="checkbox"/> Philosophy & Psychology</td> <td><input type="checkbox"/> Arts & Sports</td> </tr> <tr> <td><input type="checkbox"/> Religion</td> <td><input type="checkbox"/> Literature</td> </tr> <tr> <td><input type="checkbox"/> Social Sciences</td> <td><input type="checkbox"/> History, Geography & Biography</td> </tr> <tr> <td><input type="checkbox"/> Languages</td> <td></td> </tr> </table>	<input type="checkbox"/> General Knowledge	<input type="checkbox"/> Natural & Applied Sciences	<input type="checkbox"/> Philosophy & Psychology	<input type="checkbox"/> Arts & Sports	<input type="checkbox"/> Religion	<input type="checkbox"/> Literature	<input type="checkbox"/> Social Sciences	<input type="checkbox"/> History, Geography & Biography	<input type="checkbox"/> Languages	
<input type="checkbox"/> General Knowledge	<input type="checkbox"/> Natural & Applied Sciences										
<input type="checkbox"/> Philosophy & Psychology	<input type="checkbox"/> Arts & Sports										
<input type="checkbox"/> Religion	<input type="checkbox"/> Literature										
<input type="checkbox"/> Social Sciences	<input type="checkbox"/> History, Geography & Biography										
<input type="checkbox"/> Languages											

For further enquiries:

Kalima's email: info@kalima.ae

VITA

Hadeel Nassar was born in Kuwait, and moved with her family to the United Arab Emirates in 1975. She was educated in the UAE local public schools and graduated from Fatima Al-Zahraa High School, science-section, in Sharjah in 1990.

She holds a Bachelor of Administration in Accounting from Yarmouk University - Irbid, Jordan - 1994. She worked as an accountant in the private sector in the UAE till she joined AUS finance department in 1999. She is a certified member (CMA) in the Institute of Management Accountants since 2009, and a CIA candidate member in The Institute of Internal Auditors-UAE chapter. She completed her Masters in Translation and interpreting requirements at AUS in 2010. Her translation projects include her MATI thesis on Translation in the Emirates – Kalima and Tarjem Projects.