***Welcome to Stillman Translations preliminary onboarding assessment!***

*This assessment has 5 sections. Make sure to follow the instructions and complete all the information needed.*

*The goal of this request is to analyze your performance and your potential.*

*Breath in and out, and do your best. Hope we can count on you soon!*

**SECTION 1. INSTRUCTIONS**

Below you will find a special instruction for section 3:

\*Please make sure target text mirrors source format.

\*Normalize spaces.

**SECTION 2. GLOSSARY**

*In this section, you are required to complete this task:*

*\*Extract four terms (cells 1 to 4) from the text in Section 3 that you consider are worth being in the glossary.*

|  |  |  |
| --- | --- | --- |
|  | **Source** | **Target** |
| 1 | nonachievement | escasez de éxito |
| 2 | dispersed governance | gobernanza dispersa |
| 3 | delivery | cumplimiento |
| 4 | National Audit Office | Oficina Nacional de Auditoría |

**SECTION 3. TRANSLATION**

Please, add your sample translation below (between 300-500 words). Bear in mind this should be the best sample of your work!

|  |  |
| --- | --- |
| **Source** | **Target** |
| **2. The persistence of policy failure**  In order to better understand how to improve policy support it is first of all instructive to appreciate the nature of policy failure – logically the reasons why things go wrong should help to guide the search for potential solutions. There is now growing interest in the notion of “policy failure” (Volker 2014) but as McConnell (2015) has noted, “failure” resides at the extreme end of a success–failure spectrum where it is characterized by absolute nonachievement. Such a situation will be unusual. As he observes, “failure is rarely unequivocal and absolute ... even policies that have become known as classic policy failures also produced small and modest successes” (p231).  Four broad contributors to policy failure can be identified: overly optimistic expectations; implementation in dispersed governance; inadequate collaborative policymaking; and the vagaries of the political cycle.  ***2.1. Overly optimistic expectations***  It might be especially thought that the bigger and more expensive policies – “major projects” – would be those most carefully assessed for risk, yet “overoptimism” was the title given to an influential review of failure in major government projects in the UK by the National Audit Office (2013). It noted this to be:  “A long-standing problem widely recognised that too frequently results in the underestimation of the time, costs and risks to delivery and the overestimation of the benefits. It undermines value for money at best and, in the worst cases, leads to unviable projects.” (3)  The study identified five interacting factors contributing to such overoptimism: complexity (underestimation of the delivery challenges); evidence base (insufficient objective, accurate and timely information on costs, timescales, benefits and risks); misunderstanding of stakeholders (optimism about the ability to align different views); behavior and Incentives (interested parties boosting their own prospects); and challenge and accountability (decision-makers seeking short-term recognition). | **2. La persistencia del fracaso de las políticas**  Para poder comprender mejor cómo optimizar el apoyo a las políticas es primordial apreciar la naturaleza del fracaso de las políticas, lógicamente, saber las razones por las que las cosas salen mal debería ayudar a guiar la búsqueda de potenciales soluciones. Existe ahora un interés creciente en la noción de “fracaso de las políticas” (Volker 2014) pero como McConnell (2015) mencionó, el “fracaso” reside en el extremo final de un espectro éxito-fracaso en el que se le caracteriza por la escasez absoluta de éxito. Dicha situación sería inusual. Como McConnell señala, “el fracaso es rara vez absoluto e inequívoco […] Incluso las políticas que se han ganado la fama de fracasos políticos clásicos también han producido logros pequeños y moderados” (p231).  Se pueden identificar cuatro factores generales del fracaso de las políticas: expectativas demasiado optimistas; implementación en la gobernanza dispersa; una inadecuada elaboración colaborativa de políticas; y los altibajos del ciclo político.  ***2.1. Expectativas demasiado optimistas***  Se podría pensar particularmente que las políticas más importantes y costosas, es decir los “grandes proyectos”, serían aquellas que tienen la evaluación de riesgo más minuciosa; sin embargo, “optimismo excesivo” fue el título que se le dio a un influyente análisis del fracaso realizado por la Oficina Nacional de Auditoría (2013) sobre grandes proyectos del gobierno en el Reino Unido. En el análisis se definió este optimismo como:  “Un problema arraigado, ampliamente reconocido, que resulta con frecuencia en la subestimación del tiempo, costos y riesgos del cumplimiento; y la sobreestimación de los beneficios. Esto socava el valor del dinero, en el mejor de los casos, y conduce hacia proyectos inviables en el peor de los casos.” (3)  El estudio identificó cinco factores enlazados que contribuyen a dicho optimismo excesivo: complejidad (subestimación de los retos de cumplimiento); base de evidencia (pruebas insuficientes, información exacta y puntual sobre los costos, cronogramas, beneficios y riesgos); malentendidos entre las partes interesadas (optimismo por creer poseer la habilidad de alinear los diferentes puntos de vista); comportamiento e incentivos (las partes interesadas promueven sus propias perspectivas); y el reto y la responsabilidad (los que toman las decisiones buscan reconocimiento a corto plazo). |

**SECTION 4. QUESTIONS AND COMMENTS**

We also need to check your capacity to spot potential issues beforehand.

In the table below, please list your questions and comments in relation with this test:

1. Challenging sections from the source text or sections you are unsure of should be copied or inserted into the **Source Text** column.

2. Write your translation in the **Target Text** column.

3. Doubts and comments should be written in English.

|  |  |  |
| --- | --- | --- |
| Source Text | Target Text | Question / Comment  (in English) |
| first of all instructive | primordial | This could have been difficult if translated literally. Instead, I have used an equivalent. |
| policy failure | fracaso de las políticas | It was challenging to find the correct and most common term for this concept, since it is more used “fracaso de las políticas” than “fracaso politico” in the policy field. That is why I choose that translation. |
| absolute nonachievement | escasez absoluta de éxito | “Nonachievement” is just one word that cannot be translated as just one word in Spanish. Instead, I have used 3 words (escasez de éxito) with the adjective “absolute” (“absoluta”) in the middle (it sounds more fluid like that to me) |
| overoptimism | optimismo excesivo | It is similar than the previous one. Just one word in English (it is common in this language the usage of prefixes to form any sort of words), but more words in Spanish were needed to reach the correct translation (in Spanish is not that common to use prefixes in words that do not have them already, so I preferred to explain the term with two Spanish words). |
| delivery | cumplimiento | “Delivery” is a word with different meanings (depending on the context). But in this case, it was challenging to find the correct term in the target language (especially in this policy field), and it resulted to be “cumplimiento”. |

**SECTION 5. REFERENCES**

In the table below, please list the reference material you have consulted to carry out this test.

1. Please introduce the **Reference source** (including publisher and full title as appropriate) in the first column.
2. Specify if your reference source is general or specific. If specific, clarify which term or section the reference covers.

|  |  |
| --- | --- |
| Reference Source | General / Specific (Term) |
| Salcedo, K. (2018). Los retos para la implementación de un delivery unit: el caso peruano” (tesis de maestría). Universidad del Pacífico, Lima, Perú. | It was specific for the translation of the term “delivery”. |
| Soria, R. (2015). ¿Por qué puede fracasar una política pública? El caso del Programa de Subsidio para la Seguridad Pública de los Municipios y Demarcaciones Territoriales del Distrito Federal. Revista de El Colegio de San Luis, San Luis de Potosí, México. | It was both general and also specific, to find the correct translation and most used terms for “policy failure”. |
| Peters, G. (1995). Modelos alternativos del proceso de la política pública: de abajo hacia arriba o de arriba hacia abajo. Gestión y Política Pública, vol. IV, Universidad de Pittsburgh, Pittsburgh, Estados Unidos. | This one was general but also specific for other specialized terms in the text. |

Thanks!