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Department of Social Science

Translating a quality management system in Mine Action

A case study of the implementation of a quality management system in the Mine Action Department in Norwegian Peoples Aid

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Foreword

Over the course of time in this Master programme at UiT, I gradually was able to relate to my own organizational experience in Norwegian People's Aid and put it into a theoretical framework. Organizational ideas have come and gone and my own organization have seen its fair share of this.

It was in this reflection I realized I wanted to test the theory on a particular event that I was also a part of when I started as advisor in the Mine Action Department in September 2010. We were a small department of a handful of advisors supporting several large mine action programmes worldwide. I was faced with a steep learning curve and the term "sink or swim" was the method of induction.

Soon after returning from a crash course in Mine Action in South Sudan, I was delegated a task by the director to collaborate with an external consultant to develop and implement a new quality management system for our department. Fast forward eleven years, and the world of Mine Action is no longer new to me. Equipped with new theoretical glasses, I have taken a deep dive into the travel of an idea that has left a mark for better or worse in my organisation.

I want thank the university of Tromsø for a well organised Master's course despite being affected by a global pandemic over the course of the last four semesters. I also want to thank my supervisor Ådne Danielsen for being supportive and providing good guidance and critical questions. To Kjell Arne Røvik for inspiring me to test his theory against my own experience, and to Hanne Cathrin Gabrielsen for organising the course brilliantly and always making herself available for any questions I and many other students as well had. Also, to my employer for encouraging me to take on this master, and to my wife for supporting when I needed extra time to work on this paper.

All in all, this has been a short and hectic, as well as very useful, academic exercise at least for myself. I hope that this research can bring clarity to why things turn out the way they do when implementing new ideas and that we can use this lesson learned for whatever comes next in our organisation.

1 Introduction

1.1 Background

On the 23rd of September 2021, the Director of the Mine Action and Disarmament Department in Norwegian People's Aid declared NOMS dead. What was NOMS and why was it declared dead in the first place? This case study embarks on a quest to disclose the what, where, why and how NOMS came about in the Mine Action Department in Norwegian People's Aid.

To reconstruct the series of events that led to the creation and implementation of the NOMS, I reviewed vast amounts of secondary data relating to NOMS including email correspondences, roll-out material, presentations. I also conducted in-depth interviews with key actors as well as gathering data through a wide user survey.

The story goes back to 2010, when I started working as an advisor in the Mine Action Department in Norwegian People's Aid (NPA). One of my first tasks was to develop a new Quality Management System for the department and for our international mine action programmes. The director had already been in contact with a consultant who he shared a seat with in the IMAS review board. The IMAS review board is a formally constituted review board comprised of representatives from UN agencies, international institutions, government representatives from mine-affected countries, commercial mine clearance organizations and non-profit organisations working in the humanitarian mine action s sector (GICHD, 2021a).

The consultant was well-known in the Mine Action business and he provided information, advice in relation to a wide range of technical, operational and strategic aspects of stockpiled, unexploded and abandoned explosive ordnance. He was an ex-military who served in the Royal Navy before joining the HALO Trust, a British NGO working on Humanitarian Demining, in Afghanistan in 1991. His resume was impressive with having worked in Mine Action programmes in Cambodia, Mozambique and Angola, before he founded a commercial demining company in 1995 which grew very big and at its peak employed over 3,500 people. The company had projects in Northern Iraq, Kosovo, Angola, the Russian Federation, the US, UK, Afghanistan, Libya, Somalia, Bosnia and many other countries. His current company delivers consultancy services that "…inform, advise and assist our clients from the broadest, top-level policy making, down to the most intimate technical detail, using evidence-based decision making and ISO principles to underpin all of our operations"(Fenix, 2021).

From my own perspective being asked to develop a quality management system was a good challenge with little prior experience in quality management or in the Mine Action sector. The limited time to develop and prepare a roll out plan required a quick adoption to the concepts of process mapping and management procedures. The system was called NPA Operational Management System, NOMS, and was based on the ISO 9001 principles of quality management.

The ISO 9001 principles of quality management was developed by the International Organization for Standardization (ISO), an independent non-governmental international organization that was established in 1946, and have since developed several international standards within various thematic such as environmental management, energy management and quality management. The latter is referred to as the ISO 9000 family, first published in 1987 and since then has become some of the most known and popular standards worldwide (ISO, 2021).

The induction phase started with creating a NOMS package, that contained management procedures, a set of general processes reflecting those procedures, software user guide to create the processes, a project implementation plan template, as well as a set of presentations. The package was tested on three pilot projects.

An event log was kept to document the development during the piloting and implementation phase of the NOMS roll-out.

The System

- A set of management procedures
- A road map within NPA's operations
- Key principles associated with the development and implementation of projects
- Complements existing procedures and systems; it doesn't replace them

Intentions

- NOMS should ....
  - provide a general operational management framework
  - be applicable at all levels within the organisation
  - give managers freedom to develop projects that reflect local circumstances and conditions
  - require the rigorous application of fundamental principles
- NOMS should not .....
  - Encourage micro-management
  - Generate unnecessary paperwork

Figure 2: PowerPoint slides from a regional workshop on NOMS

The pilots were followed by a series of regional workshops where each programme would send their designated NOMS focal point to learn lessons from the pilot projects and receive

training on the NOMS system before returning to their programmes to start implementing the same.

This case study will examine how the idea came about to decontextualization of the ISO9001 Quality Management Principles and turn it into NOMS, and how the knowledge transfer, including choice made by key actors in the role as translator contextualizing NOMS, impacted the end result.

1.2 Related research

It is beneficial to look closer on similar attempts at adopting IOS9000 Quality Management in another organisations. A case study done in 2012 on implementation of Quality Management Systems in Serbian Transport companies reveal a mixed attitude towards quality management in general. What is particularly interesting in regards to this study was that the researchers concluded that data which revealed that managers involved in the implementation of quality systems are "most numerous and the most sought after in companies dealing with human resources management, finance, marketing, organization and management, etc.". The research, expressed their surprise to the fact that just twelve percent the interviewed directors, managers, and members of senior management of ISO certified firms in the transport business acknowledged having a better position in the business due to their ISO standard. Another surprise was that remaining companies thought the standards were imposed regardless of the future quality of business operations of the company (Žeželj, 2013).

A research done on symbolic adoption of ISO9000 in SME in Spain challenges the neo-institutional beliefs of decoupling between the rhetoric and practice. Their findings compares companies getting ISO 9000 certification in SMEs with getting an "organisational degree whose optimistic rhetoric and similar institutional pressures mask the considerable heterogeneity of certified organisations and elasticity of the standard when integrated into daily activities" (Heras-Saizarbitoria & Boiral, 2015).

The difficulties faced by many companies in transitioning to ISO9000 are many and have raised criticism. An ISO blog on the subject summarizes these criticisms to include compliance process being time-consuming and costly, have burden on administration when implementing it. Once processes are agree they become harder to actually improve and re-adapt, it is not straight forward when being applied in a business that requires a creative process rather than in a factory production setting which is straighter forward, it can reinforce

also bad behaviour from bad managers relying on papers rather knowing what is ongoing on the factory floor, and the audit element risks being perceived as confrontational rather than an opportunity for improvement (isoeasy, 2006).

A large study done by Jeffrey Pfeffer and Robert I. Sutton on why most companies fail to act on good knowledge called the "Knowing-Doing Gap" describes the precedent "when inappropriately applied, can interfere with both the process of learning and of applying knowledge to enhance organizational performance" (Pfeffer & Sutton, 2000, p. 77). Studies on the subject have also called this mindlessness and that this behaviour prevents people from considering to re-examine practices when needed. According to their study you are likely to find organisations that are trapped in their own history when the organisation has a strong history that view new things as inconsistent with "who we are". Where there are pressures to be consistent with past decisions in order to avoid admitting mistakes. Where there is a need for cognitive closure to avoid ambiguity. Where decisions are made based on implicit, untested, and inaccurate models of behaviour and performance, and finally when people are carrying forward expectations from the past on what is and is not possible (Pfeffer & Sutton, 2000, p. 91).

1.3 Research questions

This case study aims to understand how an idea about quality management (ISO9000 quality management standard) found its way into the Mine Action Department in Norwegian People's Aid. What was the result and why?

Using Kjell Arne Røvik's pragmatic institutionalism and his theory of the good translator, I seek to identify what virtues that the different actors/translators applied, or rather not applied, and how this have affected the outcome of the translation in the end.

With this in mind, the following key questions have been defined:

1. In the "motivational phase", why did the idea ISO9000 quality management get the attention of the Mine Action Department?
2. In the "induction phase", what was the role of the translators and how well was the virtue of the good translator applied?
3. In the "adoption phase", was NOMS adopted as originally intended, and, if not, what was the result?

The result of the case will hopefully add additional insight as to how translations of organisational ideas are decontextualized and contextualized through the application of translations theory.

2 The Humanitarian Mine Action Sector

The humanitarian mine action sector is a relatively new branch of international aid and assistance. Mine clearance has been around ever since mines became a common strategic resource in war. However, the first major humanitarian mine action programme came about in the aftermath of the Soviet Union's withdrawal from Afghanistan in the late 1980s, where refugees where trained to conduct manual demining when returning to their home country. Their training was based on common military procedures, which was based on clearance of mines during ongoing conflict and where the aim to gain access under combat conditions. This way of conducting mine clearance is demanding on manpower and oversight, however as more and more humanitarian mine action interventions took place, the methods started to develop as well as breaking away from the military procedures (Hewitson, 2021).

Chris Horwood, writes about the this in a paper called "Humanitarian Mine Action: The First Decade of a New Sector in Humanitarian Aid" where he takes a look at the new sector, how the international community saw the increasingly growing need, but where there was nothing in place to address this problem. He refers to a common fact in how wars have changed since the start of the 20th century most casualties of war were combatants, whereas in modern wars the table has turn and this disturbing trend was partly due to the use of landmines and other explosive remnants of war. Long after conflicts ceased, vast number of civilians found themselves living with the real and perceived fear caused by landmines, denied access to fertile land and pastures. Thus, demining was a humanitarian need requiring a humanitarian response. With this in mind there was nothing in place to address the problem.

> There were no statistics of mine injuries and deaths, or identification of minefields or mine types. There were no agencies dedicated to, or experienced in, peacetime mine clearance. The United Nations (UN) had no department charged with the responsibility to address landmines, the NGO community was highly sceptical of any involvement in what was seen as a military issue, and international donors neither had the budget lines or inclination to fund de-mining operations (Horwood, 2000, p. 1).

NPA started its first Humanitarian Mine Action programmes in 1992 in Cambodia, soon after followed by Mozambique in 1993, Angola in 1994, Iraq in 1995 and Bosnia and Herzegovina in 1996. NPA also engaged actively in the International Campaign to Ban Landmines (ICBL) led by Jody Williams that received the Nobel Peace Prize in 1997. The work eventually also materialized in the Convention on the Prohibition of the Use, Stockpiling, Production and Transfer of Anti-Personnel Mines and their destruction, also known as the Mine Ban Treaty (TheNobelPrize, 1997).

The Mine Action agenda also got attention through celebrity support from Princess Diana, who walked through a cleared minefield while visiting Angola in 1997 (Davies, 2020), She also visited NPAs Mine action programme in Bosnia & Herzegovina the same year just a few weeks before she died (Flakstad, 2017).

The public appeal was broad and Treaty became a success with 164 states have ratified it. It had a

Per spiste lunsj med prinsesse Diana bare uker før hun omkom

NGASJERT PRINSESSE: Prinsesse Diana besøkte minøryddere og mineofre i Bosnia i 1997, bare uker før hun omkom. Her sitter hun sammen med epresentanter fra Norsk Folkehjelp. Per Nørgaard sitter helt til venstre.

Foto: Ivar Christiansen /unnsk Folkehelp.

Figure 3: Screenshot from Fagbladet

significant impact on the continued, production, used and storage of anti-personnel (AP) mines. As a result, states no longer use anti-personnel mines, 53 million AP mines in stocks have been destroyed in numerous countries around the world, and the international norm against the use is stronger than ever (ICBL, 2021).

The political campaigning against indiscriminating weapons also materialized in 2008, where NPA engaged through the Coalition against Cluster Munitions (CCM), that led to another treaty under the named the Convention on Cluster Munitions (CCM) that was adopted in the 30th of May 2008 in Dublin which is joined by 123 countries as of July 2021 (clusterconvention.org, 2021).

As the humanitarian mine action sector developed it became clearer that the sector needed its own standards. Shortly after Mine Action had caught the attention of the world, through the

international treaty and the ICBL's peace prize, the international mine action standards were established for the first time in 1999.

Having its own standards is key given the nature of the work. Manual demining is extremely demanding on the operators and the risk is high. NPA, as a large Mine Action operator with more than 20 country programmes and close to two thousand national staff, have on average experience one accident per year since the start. As such, managing the risk and avoiding accident is key in running mine action operations to ensure staff safety, quality of land cleared as well as preserving a good reputation in the sector. David Hewitson, one of the pioneers within the sectors, describes risk management in relation to Mine action by saying: "in order to remove the risk to the civilian population of accidental harm arising from treading on landmines, safety risks must be accepted amongst those who will do the clearance work (Hewitson, 2021).

With this in mind, managing risk is at the heart of any mine action operation and this has led to the need of having quality management in place. The sector had over the course of the early years developed new methodology suitable for a humanitarian focus. The first International Mine Action Standard (IMAS) was introduced in 1999 by the United Nations Mine Action Service (UNMAS) through the Geneva International Centre for Humanitarian Demining (GICHD) managing the standard.

Today there are more than forty different standards and a dozen accompanying Technical Notes that gives guidance on everything from how to establish a programme, what things are called in the mine action world, how to manage training, the environment, how to do various land-release methods, the usage of different tools as well as managing quality (GICHD, 2021b). The Mine Action world is governed by standards to manage risk and quality, and therefore the ISO quality management principles becomes easily appealing.

3 Organisational Theories

3.1 Translational perspectives

There are several translational perspectives within the field of organisational theories attempting to explain the process of ideas spreading between organisations. This case study is using a framework from institutional theory and analysis.

Paul J. DiMaggio and Walter W. Powell's "The New Institutionalism in Organizational Analysis" describes organisational ideas as powerful myths that organisations ceremonially adopt for the purpose of conformity. This, they point out, affects efficiency criteria in organisations. Their argument is that organisations take on these popular ideas "…to maintain ceremonial conformity". Furthermore, "organizations that reflect institutional rules tend to buffer their formal structures from the uncertainties of technical activities by becoming loosely coupled, building gaps between their formal structures and actual work activities" (Powell & DiMaggio, 1991, p.41).

Arild Wæraas and Jeppe Agger Nielsen published a research paper titled "Three Perspectives on Translation in Organizational Research". The purpose was to identify features of the three most common theoretical approach to translation within the organization and management discipline, namely the actor–network (ANT) theory, knowledge-based theory and Scandinavian institutionalism. In this work they attempt to find commonalities within the three approaches that could potentially enrich the understanding of translation in organisational research. They found similarities between the ANT perspective and Scandinavian institutionalism in that the idea is traveling. Scandinavian institutionalism differs from the two other perspectives in that translation is associated with changes in management ideas and models, and the object of translation is general management ideas, models, and practices. However, it takes inspiration from ANT and mixing it with Latour model of translation, but toning down focus on the formation of networks, construction of macro actors, negotiations, collusions, persuasion, and moments of translation, rather taking a closer stand to the management fashion theory (Waeraas & Nielsen, 2016).

Seeking inspiration from the different approaches and perhaps also identifying gaps is also the basis of what Kjell Arne Røvik describes as Pragmatic Institutionalism, which offers an alternative approach to that of the social-constructive and the modernistic rational orientation that represents polarizing views on institutionalism. Røvik seeks inspiration from both paradigms by applying ambiguity as well as empirical orientation. The position draws in empirical observation of popular organisational ideas and concepts, saying that these can both be tools to impact institutional performance, as well as socially constructed symbols with purposeful legitimate effects. Thus, a pragmatic approach gives the understanding that the production and distribution of organisational ideas is conducted by actors viewed as having knowledge of the ideas and their effects, but also combing the knowledge with insight in how

the ideas can be socially authorize, thus, giving a legitimate potential (Røvik, 2007, pp. 52 - 54).

Røvik's lectures at the University of Tromsø inspired this case to tested against his theory on the role of the translators and the outcome of the translational process. Since my case is looking at one of the most widespread organisational ideas, namely quality management, and ISO9000 quality management principles in particular, testing Røvik's pragmatic approach to knowledge transfer seems appropriate.

Røvik's translation theory questioning whether or not the organizational ideas that are introduced in an organization will lead to actual adaptation and change, be rejected or transformed into something else. Røvik describes three different modes of translations: (1) the reproductive mode, (2) the modifying mode, (3) the radical mode (Røvik, 2007). Within these different modes, Røvik sees four different translation rules applied (1) copying, (2) addition, (3) omission and (4) alteration. Røvik argues that and the appropriateness of each of these depends on key variables within the source practice, the transferred knowledge, and the relations between the recipient and the source. These variables are translatability, transformability and similarity (Rovik, 2016).

Copying is usually used in a situation where the intention is to transfer standardized practices to all units. However, studies have shown that applying copying in a context that differs on the critical variables involves the risk of the translator to overlook context-specific and non-codified factors that are key for the idea/practice to function. Thus, "the more similar recipient and source contexts are on critical variables, the more appropriate copying will be as a translation rule" (Rovik, 2016, p. 301).

In instances where the purpose is to pragmatically balance concerns regarding adopting essential source practices to fit with the recipient context, addition and omission best applies. Addition is most appropriate in circumstances where the "more non-explicit aspects of a desired source practice is important for its functioning, the more addition, in version of explication, becomes an appropriate translation rule" (Rovik, 2016, p. 302). Furthermore, this explicitation often leads to slight modification in the recipient version. The transformability is also important when addition is used. This implies that the translator has some autonomy to change the recipient version. Røvik gives the example of this where the source practice may

use a technological component that limits transformability, but in the implementation the recipients may be subject to only modest regulation allowing for some local modifications.

Omission is appropriate as a translation rule when source and recipient contexts differ on crucial variables, that might be the country or cultural context so that elements of the practice does not fit in the recipient context.

Both addition and omission are suitable in situations where "medium dissimilarity between the recipient and the source context facilitates a modifying translation mode, and inter alia, the application of omission and addition as translation rules" (Rovik, 2016, p. 302).

Alteration translation rule refers to "the comprehensive transformation and mixing of knowledge constructs" (Rovik, 2016, p. 302). This is best suited when the desired source is less translatable meaning it is hard to copy. "The more tacit, complex and embedded a desired source practice, the more alternation becomes an appropriate translation rule" (Rovik, 2016, p. 303).

Røvik combines insight from translation studies, which is an interdisciplinary field of study, and the reason for it is that the discipline conceptualizes the acts of mediation and communication between source and target. It is a field that views translation as a rule-based activity, and also looks specifically at the translator abilities to either replicate sources practice to target or if it is applying norms of unbounded translation (Rovik, 2016, p. 293). The likelihood of succeeding with a translation of an organizational idea could very much depend on the role of the translators, his or hers understanding of the context from which the idea is decontextualized, as well as his or her knowledge about the recipient context whereby the idea will be contextualized and hopefully put into practice.

According to Røvik, the organizational idea is introduced through a three-step-process that start with a "motivational stage" where a popular idea or concept from the outside are introduced to once organization. This can happen when someone within the organization identify the idea as an opportunity for change. The second step is termed the "induction stage", that starts from when the decision is made to trial the idea which is followed by the development of processes and procedure targeting certain activities that lays the ground work for the new idea. The final stage is termed the "adoption stage", this is where the recipe for the idea have been adapted and applied in key management procedures. (Røvik, 1998)

Defining the steps of the knowledge transfer, or journey of an idea, has importance in explaining how ISO became NOMS. However, theory explaining as to how and why the transfer succeeded, or not, is still needed. Røvik lay emphasis on the role of the "translator" in this regard. What makes a translator competent depend on four virtues held by the translator. These four virtues are knowledge, courage, patience and strength (Røvik, 2007, p. 325). In Røvik's view, the notion that successful knowledge transfer in organisations also rely on the role of the translator has been to a great extent overlooked by the organisational theorists.

The knowledgeable translator needs to have both in-depth understanding of the idea that is being adopted as well as extensive understanding of the context where it is being introduced. This is termed decontextualization and recontextualization competency. The latter also would need to compete with already existing ideas, procedures and routines on how work is currently being done. There are histories of reforms in any organisations that could be used for or against the introduction of the new idea. Therefore, having the historical overview will help in building the case, being able to bridge the new idea with already existing once, as well as sorting out ideas that does not configure well with what is being introduced (Røvik, 2007).

Røvik characterize the courageous translator as someone that has the bravery and ability to apply both copying and/or artistic innovation in setting the language, terminology or rhetoric in a setting where the idea or practice is being applied. The choice of either copying or creating new language depends on different criteria. Copying can apply where the idea or best practice identified in another organisation is being applied in a similar organisation, or it can be applied if the idea or practice to be used is linked with legal procedures, regulations or standards that cannot be changed. Copying can also be applied when the organisation is subject to great uncertainty or in a form of crisis, where it is deemed safer to copy the best practice as close as possible to avoid any risk in adaptation. Artistic language setting can be useful in circumstances where the organisation wants to keep elements of a successful idea already in use with combining elements of a new idea or practice, meaning that the new idea is a hybrid of new and old practice. There might be instances where it might be useful to leave out elements of the new idea or practice if it is deemed unclear or the effect is not fully documented, or that an element could provoke or risk being misunderstood to some or all users and thereby creating opposition or rejection to the idea as a whole (Røvik, 2007).

The patient translations as described as the third virtue by Røvik highlight the fact that successful implementation of an idea only happens after talk becomes action and this process in itself requires substantial time and presence from the translator. Consistent talk will eventually infect the organisation, but the incubation time will depend on the ability to create internal arenas where the new idea and/or process is talked about to allow for meaning to take shape, be clarified and mature (Røvik, 2007).

The forth virtue is strength, strength to tackle what opposition the implementation of the idea might face from various actors within the organisation. Røvik rightly points out that ideas are very often reforms that challenge already existing practices. "It is certainly much more likely that the translation happens in a context made up of interest-based power play, conflicts and negotiations where the translator interpretation of the idea will generate both opposition as well as support" (Røvik, 2007, p. 335). Therefore, a strong translator must possess both competency as well as authority. The competency is important to transmit legitimacy and to challenge questions going against the practice tried implemented and authority both formal but also learned through displaying competency and or working closely with those who have formal authority i.e. the organisations leadership (Røvik, 2007, p. 337).

Going back to the notion of incubation, this relates to what is known as Virus Theory. It is a metaphorical view of translation that borrows terminology and meaning from biology and virology to describe how organizations and management ideas spread in the organisational world. Røvik thoroughly describes this in a paper title "From Fashion to Virus". At the incubation stage Røvik says that "adopted management ideas do often linger in states of latency before they materialize. This may also be referred to as maturation, meaning the gradual and often slow-phased transformation of management ideas into practice" (Rovik, 2011, p. 641). He also continues by saying that there are [at least] two mechanisms are involved in this, which is the 'consistency rules for discourse and practice' and 'intensity'.

These are important preconditions for the idea to materialize in the organisation. Røvik also criticise the classic neo-institutional notion of decoupling meaning that change is only adopted symbolically and not in practice. This view will argue that symbolic adoption happens because it is a pressure to abide to new "fashionable" organisational idea. However, referring to Collins' study of successful leader in US companies, there is a limitation to long-lasting talk and action that eventually will hold them accountable. This leads Røvik to concluded that: "the longer a management idea lingers at the discourse level, the more likely

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it is that eventual decoupling between idea and practice will be discovered and criticized. Thus, the more likely it is that efforts will be taken to close the gap – either by letting the idea drop, or by more whole-hearted attempts to implement it" (Rovik, 2011, pp. 641-642).

According to the Røvik theory, much of the success of the transfer of knowledge depends on the virtues of the good translator and the ability to apply the appropriate translation rules best suited for the context. However, there are several examples of failure in transferring ideas and practices from one context to another. Røvik outlines three types of failures in this regard: (1) detachment, where the idea is taken in, but never used in practice. (2) rejection, where ideas are taken in and tested in practice and then discarded. (3) The idea is taken in, put into practice, but having other effects than anticipated (Røvik, 2007, p. 320).

3.2 Application of Standards

According to Nils Brunsson, ISO is claiming that its 9000 series are the world's most widely sold standards. This standard is meant to be applicable for all organisations meaning that it has a wide range of potential users. Thus, uniformity is more achievable with many users believing that they are in situation where they have a problem that can be solved using the standard. "…in fact, problems tend to be similar for many actors of the same kind. One explanation is that opinions on what the important problems are tends to become world-wide fads" (Brunsson, 2002, p. 7).

Figure 4: ISO Quality Management Principles

The quality management principles of the ISO9000 standards are few and broad, including customer focus, leadership, engagement of people, process approach, improvement, evidence-based decision making and relationship management (ISO, 2015). According to Brunsson, standards that are abstract or unclear leaves room for interpretation which in turn gains more followers that will interpret the standard as per their own needs. Thus, uniformity to the standard is not ensured. Variances in interpretation of abstract standards will be even greater when it is translated in practical work, but less so when it comes to talking about the standard.

This means that there is greater uniformity when talking about the standard than when practising the standards. Brunsson terms this characteristic as 'decoupling' or hypocrisy (Brunsson, 2002, p. 8). This very much draws parallels to what Powell and DiMaggio termed loosely coupled.

Furthermore, certification of compliance with standards is applied to ensure that the translated standards do not stray too much away from what has been defined as the way things should be done. Certification thus prevents the interpretation to deviate to a certain extent. "However, while certification is often intended to investigate what is actually done, it is often in practice based on what is said to be done, thus enforcing uniformity of talk rather than of action". (Brunsson, 2002, p. 8)

4 Methodology

4.1 Qualitative method and research strategy

The methodology chosen for this Master Thesis is a single-case study. Such a study is one of the most commonly applied qualitative methods of research. A case study is according to David E. Gray the "…ideal when a 'how' or 'why' question is being asked about a contemporary set of events over which the researcher has no control (Gray, 2004, p. 124)". It is usually intensive focus on a few units where by the data gathered are in a narrative form. There are several methods of gathering data in qualitative research. Open or structured interviews, focus groups, observation and secondary data research (Jacobsen, 2015, p. 145).

The choice of a single-case study allows the researcher to go deep into a situation, an organization or something else within a defined time and space. Such an approach seeks to provide extensive insight into a place or event. Defining the time and space for the study provides a practical framework to obtain a realistic description of the event that I am investigating. Case studies are well suited to give in-depth descriptions of reality. Central here is the opportunity for case studies to understand the interaction between actors and context (Jacobsen, 2015, p. 99).

In case studies, the data gathering and analysis are a process where hypothesis' on interpretations and root causes are formulated and tested during the research. The researcher has to construct the case by looking at a situation or an event that the researcher does not control, which is the opposite of what a controlled experiment would look like. Case studies are often positioned within general empirical or theoretical knowledge, thus it can be viewed

as a way decontextualizing or recontextualising local variables and contextual understanding and tie it in with more general assumptions in an analytical context (Andersen, 2013, pp. 16-17).

The method for the case is inductive, meaning that I am testing an established theory. David E. Gray describes stages for conducting indictive research process within an organisational context. Starting with an organisational mission, followed by selecting a theory or a set of theories most appropriate to investigate case, then operationalize the research by specifying what the researcher must do to measure a concept, moving on to testing it by corroboration or attempted falsification (comparing data gathered with the theory of choice), and finally you examine outcomes, which will enable either acceptance or rejection of the hypothesis or for this case my research questions. If the hypothesis would have been rejected then the final stage would be to modify the theory (Gray, 2004, pp. 6-7).

4.1.1 Interviews

The case in question had a number of key actors involved. The Director, who made the decision to go ahead and develop a system. The consultant hired in to develop the NOMS specifically for the Mine Action department, the advisor that was assigned to collaborate with the consultant in this development and to facilitate the roll-out plan, the Country Director's first tasked to pilot the system and finally the Programme Managers and Country Directors that was at the receiving end once the system was rolled-out.

To disclose the thoughts and motives behind what brought the idea to life, as well as the thinking behind the development, and eventually how this was received by the programme, the most appropriate tool for me to use was an open interview with the key informants, or as Jacobsen describes this sample as respondents. The difference between informants and respondents are that the latter are persons with direct knowledge to the phenomena in question, meaning that they have been directly involved, meaning they are representatives of what is being researched (Jacobsen, 2015, p. 178).

As for criteria in selecting key informants or respondents for the case, it is purpose driven and involves all key person involved in the development and roll-out as well as one representative of the receiving programmes (Jacobsen, 2015, pp. 180-181). None of the respondents remains in the roles that they held at the time in question. Only two of them still remains in the organisation. As such, they would be in a better position to deliver frank and honest

answers regarding the case. Also, the presentative of the receiving programmes was chosen due to his openly critical voice in the roll-out of NOMS to balance out what could remain as a bias in describing the case.

Although a structured interview guide, highlighting elements that would bring clarity to the case in question, the setting was meant for an open an honest conversation. Each interview had broadly the same thematic areas, but was designed to reflect on each role in the case. My intention was to allow the interviewee time and space to resonate and contemplate on the issue at hand. The open individual interview method is characterized by taking a form as a common dialog (Jacobsen, 2015, p. 146).

All interviews were conducted via online video recording (Teams) and in accordance with GDPR regulations, thus stored securely. The interviewees were provided a brief overview of the case, the purpose of the project including the research questions, and asking for their consent in writing ahead of the interviews. The data on each of the interviewees have been checked and approved by the Norwegian Centre for Research Data AS, which have assessed that the processing of personal data in this project so that it is in accordance with data protection legislation. Their names were to be held anonymous only referring to their role in development and implementation of NOMS. The interviews were then transcribed and translated where needed.

4.1.2 Secondary data

Secondary data is useful for mapping events that happened several years ago. The researcher can in this case make use of documents and other means of available information that is needed to map out situations that happened at that period in time. Reviewing documentation can as such provide much needed information in an objective way as it describes something that has already happened, and as such is bears resembles to a form of observation (Jacobsen, 2015, p. 170).

Secondary data as such was useful to establish the series of event that happened within the time and space set for the case. Although, much information was provided through the interviews with the key informants. My own proximity and knowledge about the process also gave way to both observation and research into secondary data in the form of project documents, emails and presentations. These are also commonly known methods for gathering

of qualitative data and would also increase both validity and reliability in establishing the chain of events.

As mentioned, my own proximity to the case provided both insight and access to documentation from the development and roll-out, as well as the implementation of NOMS. All presentations from meetings held was available in the intranet, a NOMS protocol was kept during the roll-out, and emails in relations to the project was also available. Finally, all NOMS process maps from all programmes and at HO still remains available in NPAs internal systems and as such available for the case study.

4.1.3 User survey

Finally, to be able to better conclude on the success or failure NOMS, I found the quantitative method of a programme wide anonymous user survey a useful tool. The survey was constructed to answer whether or not the system is still known, in use and/or considered important to the users themselves. The theoretical populations in question are all potential users of NOMS at NPA head office and in the programmes.

Afghanistan	2
Angola	3
Bosnia and Herzegovina	3
Cambodia	4
Iraq	9
Kosovo	0
Laos	5
Lebanon	1
Mozambique	0
Myanmar	0
Norway (DMAD)	4
Palau	2
Palestine	0
Peru	0
Solomon Islands	0
Somalia	1
Syria	0
Tajikistan	3
Thailand	2
Vietnam	4
Yemen	0
Zimbabwe	1
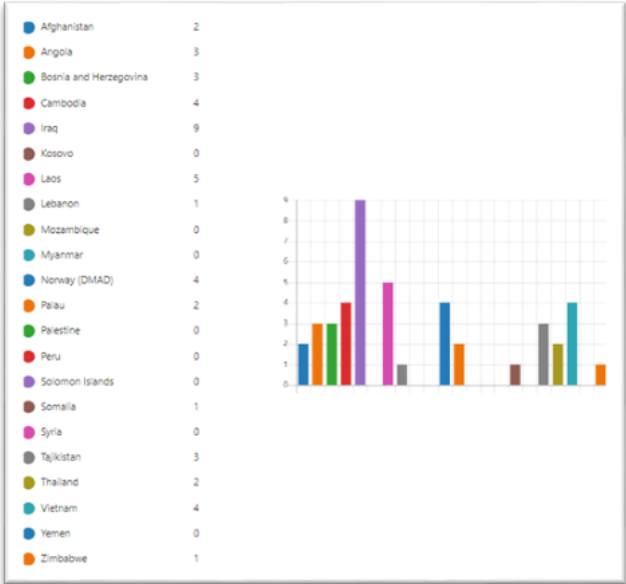
Figure 5: Programmes represented in the user survey

I used the email lists for all Mine Action programmes in the portfolio as well as our email list for Mine Action staff at Head Office, in order to reach a wide enough pool of users to claim representation. This list consists of 349 email addresses constituting the theoretical general population of the research.

The survey was sent out on the 19th of September using the email list together with a brief overview of the research and references made to GDPR regulations and that the survey was anonymous and voluntary. The survey was made open for two weeks. Out of the 349 recipients 44 responded (12,6%). Although, the response rate was lower than what I had hoped for, it had a broad reach in the portfolio with 13 programmes and head office represented in the sample (see figure 6).

However, with a low response rate of 12,6%, it is problematic to generalize. The problem is not how many did not respond, but who did not respond. Common reasons of people not responding include no interest in the subject, or lack of knowledge of what is asked for, or that the respondents do not want to voice an opinion on the matter (Jacobsen, 2015, p. 308).

The survey was thoroughly explained and kept anonymous so that the recipient should have felt okay to voice an opinion, which could then indicate that it was either lack of interest or knowledge on the subject that refrained most of the recipients from answering the survey.

1	Select your programme
2	What role do you work in NPA?
3	How long have you been working in NPA?
4	Are you a aware of the the existence of NOMS in NPA?
5	If YES, how useful do you find it to be in your role in NPA?
6	If, NO are you working under another quality management system (QMS)?
7	How often is NOMS brought up as a subject for discussion in your role in NPA?
8	Have you every taken part in NOMS training?
9	Have you ever taken part in NOMS review process?
10	When was the last time you saw a NOMS flow chart?
11	How important is having a functioning quality management system in place for your role in NPA?
12	How important is it to have a standardize global quality management system in the Mine Action Department?
13	Please provide any additional feedback, if any, regarding the implementation and use of NOMS in NPA.

Figure 6: Questionnaire used for the user survey

With a low response rate of 12,6 %, there is an increasing possibility for biased sample, thus making the results insecure (Jacobsen, 2015, p. 310). There is good reason to believe that although there is a wide representation across the department and programmes, those who actually responded had more knowledge and/or interest in the subject of NOMS, than those who did not respond.

One observation I made after the survey was that when I raised the question about the survey with a couple of new colleagues, they said that they did not respond to the survey because they had no prior knowledge of NOMS in the first place. This observation further strengthens the assumption that the low response rate is due to the fact that the respondents that actually responded to the survey had some prior experience with NOMS, thus affecting the representability of the wider organisation i.e. the external validity is affected.

4.2 Validity and reliability

In order to make the case valid and relevant, I will have to ensure that the empirical data gathered are able to answer the research questions raised. The internal validity of the case depends on whether or not I have good enough coverage to draw conclusion from the

empirical evidence. To secure the internal validity I have purposely combined both in-depth interviews, a wide anonymous user survey as well as secondary data analysis.

External validity is particularly challenging for single case study because one the degree of which my findings can be generalized and transferred to other cases (Jacobsen, 2015, p. 17). Thus, external validity in this case is less so than the internal one.

Reliability is achieved if the way that the research has been conducted allows the audience to trust the result. "Conditions for reliability are met if the findings and conclusions of once researcher can be replicated by another researcher doing the same case study" (Gray, 2004, p. 138). This is a condition that I have reflected on throughout the research and tried not to influence my own proximity to the case to limit the potential bias.

4.3 Limitations

There are three main limitations to this research. It is a qualitative single case study, which does not give the research the privilege of generalization. However, it might provide more insight as to why and how similar ideas are tried translated and transferred into other organisations, if more cases are to be written within the same theoretical framework. The number of cases will contribute to the total empirical grounds from where a theoretical stand is supported or rejected.

A second limitation is choosing to have one single theoretical framework from where I would identify the different stage, actors and translational outcome. There are several theories that seeks to explain translations of ideas in organisations, of which Røvik's view within Scandinavian institutionalism is only one of many. The choice made are based on a rational of time and resources available to complete this study, and therefore these limitations needs to be clear and understood.

A third limitation is my own proximity to the case. Being a part of the original translation of the subject in which I am studying, requires extensive effort in acquiring objectivity and avoiding bias. I spent a good two years between 2010 and 2012, being part of the planning and implementation. I have relations to some of my key informants that could potentially affect the way the information is delivered, received and analysed. This limitation can affect reliability as my involvement is challenging the notion objectivity.

Studying my own organisation comes with both advantages as well as disadvantages. I have easy access to both secondary data and key informants that might be much more open to the questions in concern than they perhaps would have been with any external researcher. I know the history and as such reconstructing the series of events for this case will not be an exhausting exercise in itself. However, insiders can be faced with suspicion and not being neutral, that you are limited to the corners of the organisation which you know well. You can also face self-censorship due to the fact that you are working in the organisation and whatever comes out of the research could affect your relations to the organisation (Jacobsen, 2015, pp. 56-57).

5 Analysis

5.1 Timeline

With reviewing the secondary data, I was able to reconstruct the series of events that occurred in this knowledge transfer or adoption of a new idea. It is clearly a top down driven approach. This draws parallels with what Røvik call the hierarchal translational chain, which is characterised by five joint arguments and assumptions. First one being that it is top-down oriented, meaning that the idea has come in at the higher management level of the organisation and will be disbursed downwards. The formal authority and ownership for this process is at the top of the organization and constitutes the strongest force in the translation itself and how it spreads downwards.
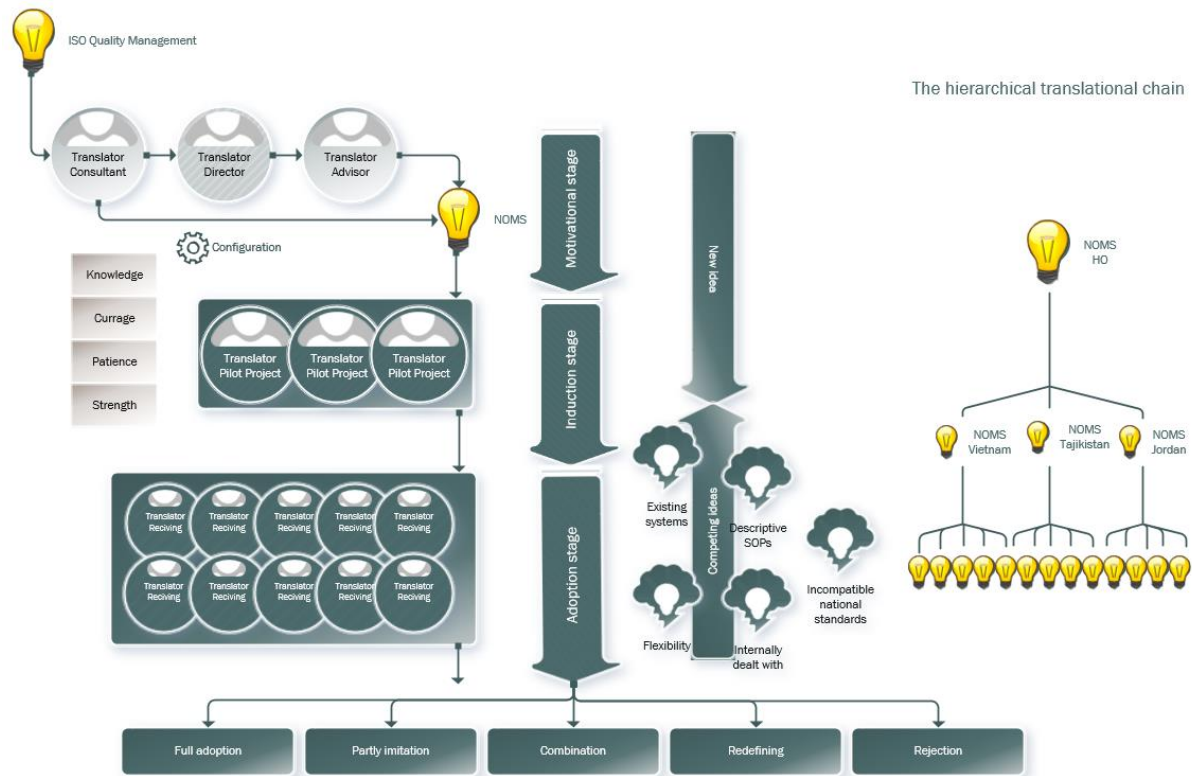
Figure 7: NOMS in a hierarchical translational chain

Secondly, it is an issue driven search for solution that lies with the top management that both have the insight and authority for what problems the current organisation is faced with and that the idea that is tried implemented is a possible solution for the problems identified.

Thirdly, this hierarchical chain limits the flexibility in the translation as it is top down led. It is the top management that owns the plans on how the implementation will be carried out, what, where and how it will happen, and what units and actors are involved. However, there will be some room in this to make local contextual modifications with the oversight to ensure that these are within the framework defined by the top management.

Fourthly, it will have a stimulus-response-based chain of events. This means it will happen step by step from the top and downwards. Each step will require additional translations as it moves downwards until it reaches the local context where it will be applied.

Finally, this chain moves from the abstract to the specific. The idea enters the organisation as in a more or less abstract form and becomes more and more concrete and materialized as it reaches its final place of usefulness (Røvik, 2007, pp. 294-295).

5.1.1 Motivational Phase

An event log was kept during the roll-out phase that provided a good overview of the series of event during the actual implementation. The creation a NOMS in the pilot programmes provides the overview for when the pilots were initiated, and workshop agenda for the different NOMS regional workshops and for the operational mangers and the programme manager global meetings also provides evidence to what and when was presented during the time of the induction phase.
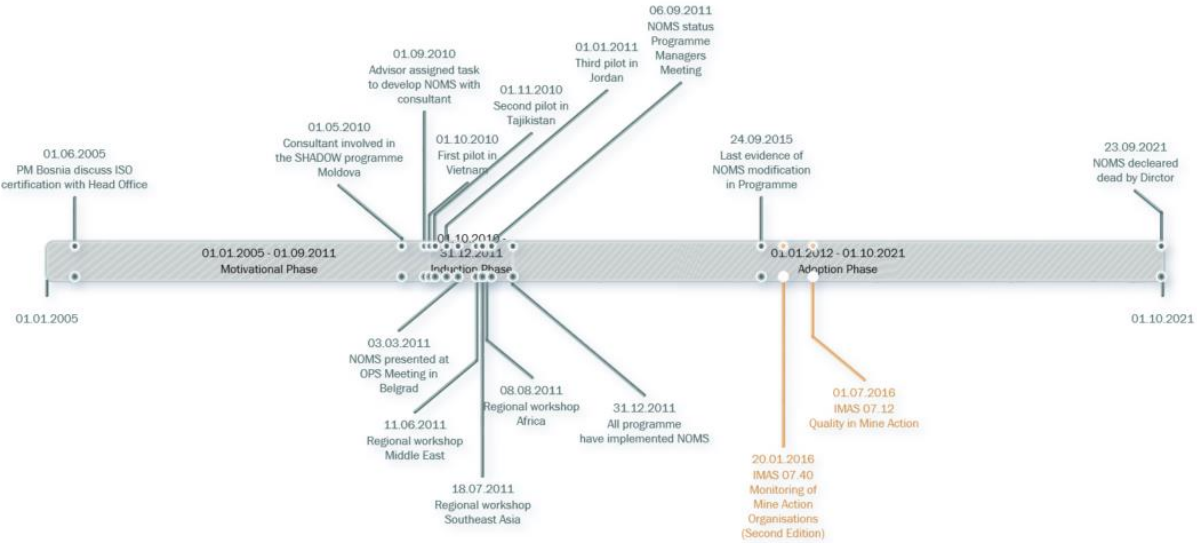

Figure 8: NOMS timeline

Based on the interviews of the director and the consultant. The motivational phase, where the idea gained interest from the organisation started around 2010. The director and the consultant knew each other from the IMAS review board where they both participated. The director had previously hired the consultant to set up the control system for a cluster bomb stockpile destruction project in Moldova in 2010. The success of the programme very much played into the idea that this could also be translated into the wider Mine Action department and its programmes.

However, based on information provided by the former CD Jordan, the idea of implementing ISO quality management in NPA started much earlier, going back to the time when he was PM in Bosnia & Herzegovina between 2005 and 2006. At this time, he recalls reaching out to NPA head office to request to get the programme ISO certified. This happened due to the ISO certification at the national authority level as well as the UN agency UNMAS also acquiring ISO certification and raising this as a benefit when selecting operators in tendering. The request did not materialize at that time. At this point, the Mine Action sector was already

noticing a stronger focus towards applying formalize quality management systems as pushed by governing bodies such as the UN.

The advisor and the consultant developed a skeleton system of what would become the NOMS in September 2010. The advisor lacked knowledge on both source and recipient context as being new. However, the consultant held what Røvik terms "contextual bilingualism" which is a pre-requisite for translation competence (Rovik, 2016, p. 299). However, neither the consultant nor the advisor had was is also needed in the contextualising process namely knowledge of the reform history(Røvik, 2007, p. 328). No new idea enters an empty space when traveling from one organisation to another. There are already different structures and actors in place. Routines and procedures, and not the least other ideas that are circulating at the same time. The reform history of an organisation is key to understanding how well new ideas might be perceived. Thus having it will play a key role in the development and implementation of the new idea (Røvik, 2007, p. 329).

At the end of the motivational phase, the consultant together with the advisor had made a roll-out plan that involved piloting the NOMS skeleton in three programmes. The roll-out plan was a top-down process. Where the skeleton was developed at HO level, tested in the pilot projects, followed by regional workshops and subsequently implementation in programmes.

5.1.2 The induction phase

The first programme to take on a pilot was Vietnam in October 2010. Where the programme produced relevant forms and documents according to NOMS and implemented the system in December 2010. The implementation of the Vietnam pilot was characterized later on in the agenda for the regional NOMS workshop for the African region as a being success. The success of the pilot in Vietnam was also echoed by the former CD during the key informant interviews. He welcomed the system and recognized the benefits of having a standardize quality management system in place, also coming from the commercial sector that put much more emphasis on ISO certification due to competitive bidding processes. He describes the process as being pushed from the *top down*. but that the design of it was a collective effort, involving all management staff from all aspects of support and operations designing procedures and writing our procedures (V. Former CD, 2021).

The Tajikistan pilot involved working together with the national mine action authority. It was a new programme and NPA was the second international NGO to start working in on mine

clearance in the country. "We were in the start-up phase of the programme, so it was easier to introduce new things, rather than an old programme that is very set in its ways and doesn't necessarily want to change" (T. Former CD, 2021). The consultant joined in on this and conducted training with the national authority and with NPA jointly and to map out critical process and apply the procedures. The former CD felt that the information from head office was clear and with the help of having the consultant in country it was easy to implement.

In January 2011, the NOMS pilot project started in the Jordan programme. The advisor had an online meeting with the CD and notes from the NOMS log gave the impression that all personnel with operational responsibilities have been given tasks to produce process maps by the end of February. The former CD of Jordan recalls that the "process mapping in itself very useful, no matter what it seeks to describe. In the Jordan programme it was limited to exactly management and administration, where we did process mapping during the roll-out week with the consultant" (J. Former CD, 2021).

Examples or what was termed "lessons learned" from the three pilots was collected and then used later on in the regional workshops that was the second phase of the roll-out process.

Higher level staff was given a simple process mapping software to do this and got training from the information management officer. Emphasis was put on sharing of lessons learn to be used between all programmes and the head office. These lessons where reiterated during the global Operations Meeting in Belgrade and the global Information Management meeting in Addis Ababa both held in March.

What is noticed in the review of the NOMS was the level of copying of processes. Noticeably, all three pilots had emphasis on administrative processes in the induction of NOMS (see example in figure 9).
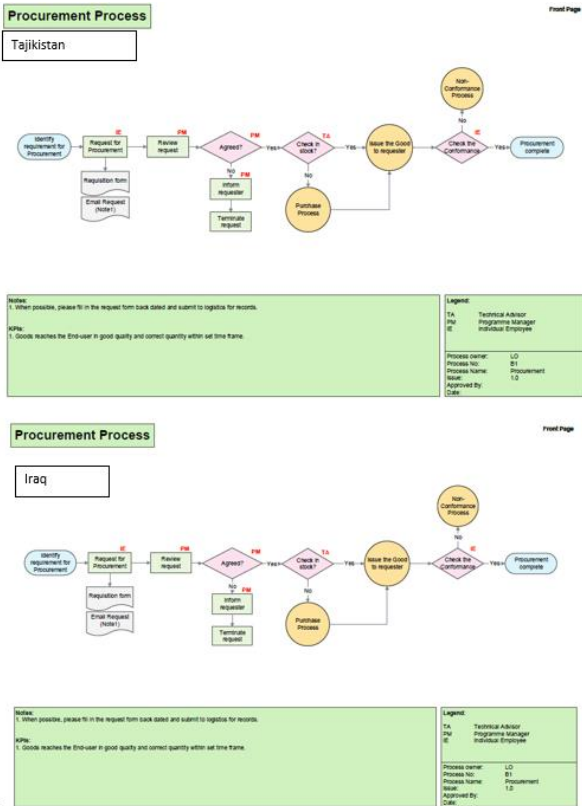

Figure 9: Procurement Processes from two different programmes

The tools used to develop process maps was Microsoft Visio, a licensed Microsoft product, and all NOMS focal points got access to this software. The NOMS process maps had defined symbols and colour schemes to standardize across programmes.

At the head office in Oslo, similar work was done on drafting out key processes and involving key personnel in the review work of this. Head of Operations led review of operational processes, the logistics controller review support processes so that they would comply with their internal procedures and requirements and so on.

The OM meeting in Belgrade saw both a general introduction to NOMS for all OM as well as showcasing the work done in both Vietnam and Tajikistan. It also contained emphasis on how to use the non-conformance system. The message at the meeting was that the management had an ambition to roll out NOMS in all programmes by the end of 2011. This would be done in steps where regional workshops would be held in the Middle East in June, Southeast Asia in July and Africa in August. Each programme would send their designated NOMS focal points to these workshops, get the introduction and training and then go back to train, develop and establish NOMS in their respective programmes.

By the end of 2011, the process had been completed. Considerable time and resources had been designated in the roll-out. Besides the setting up pilot projects in the country programmes, the NOMS had been thoroughly presented at the three global meetings and three regional NOMS workshops respectively.

5.1.3 The adoption phase

At the end of 2011, the roll-out was complete on paper, meaning that all programmes would have develop their own NOMS. They would actively use the management procedures, revise already defined processes and develop new ones when and where needed as well as adhering to a centralized system for reporting of non-conformities. However, one of the key components of the NOMS system was to monitor and handle non-conformities.

Looking at the statistics only six non-conformance reports was submitted between 2011 and 2013. Most of these came from the pilot project programme of Tajikistan.

Figure 10: NOMS non-conformance register

At the same point in time, NPA programmes reported a total of 14 accidents in 2011 and 2012. Accidents are defined by IMAS 10.60 as "an undesired event that results in harm" (UN, 2020). Accidents or risks management is the main argument for applying quality management in which non-conformances are dealt with and where corrective and preventive measures are to be applied as a result in order to avoid accidents from happening in the first place.

Programme		Date	Year ▼	Accident Type ▼	Injuries	Fatalities	Total
		Count= 14			Sum= 14	Sum= 1	Sum= 15
Lebanon	...	19/10/2012	2012	Accident	0	1	1
Jordan	...	15/01/2012	2012	Accident	1	0	1
Jordan	...	20/12/2011	2011	Accident	1	0	1
Jordan	...	24/10/2011	2011	Accident	1	0	1
Jordan	...	23/10/2011	2011	Accident	1	0	1
Thailand	...	15/10/2011	2011	Accident	1		1
Jordan	...	05/10/2011	2011	Accident	1		1
Jordan	...	02/10/2011	2011	Accident	1	0	1
Tajikistan	...	17/08/2011	2011	Accident	1	0	1
Jordan	...	07/08/2011	2011	Accident	1	0	1
Jordan	...	12/07/2011	2011	Accident	1	0	1
Jordan	...	21/03/2011	2011	Accident	1	0	1
Jordan	...	02/03/2011	2011	Accident	2	0	2
Jordan	...	01/03/2011	2011	Accident	1	0	1

Figure 11: Accident records 2011 to 2012

Most of the programme specific NOMS systems came about the time of roll-out and immediately after implementation. One key point was to review and revise the system continuously. However, very little evidence of this happening exists. The last known revisions happened around 2014 and 2015.

A review of the type of processes mapped out in the various country programmes also points to the fact that this has primarily been focused on administrative supportive functions rather than operational. Out of a total of 260 NOMS processes in 11 country programmes only 18,8 % of the processes are relating to operations (see figure 12).

	Processes		
Programme	Admin	Ops	Last update
Lebanon	55	0	2015
Jordan	9	0	2011
Vietnam	22	10	2015
Tajikistan	15	5	2012
Laos	14	8	2013
Thailand	15	7	2012
B&H	0	5	2012
South Sudan	28	10	2013
Iraq	26	0	2011
Angola	13	4	2019
Cambodia	14	0	2012
Total	211	49	
%	81,2	18,8	

Figure 12: Overview of NOMS processes per type

The user survey suggests that there are traces of NOMS left in several programmes today as well as in head office. This is back up my own observations. However, NOMS is not the central part of how the organisation manage quality neither in Oslo or in the programmes, at least not anymore. The focus has been around the organisations monitoring, evaluation, accountability and learning (MEAL) policy that was launched in 2020, which is accompanied by key performance indicators and traffic light systems which derives from

standardized monthly programme reports and supported by the IMAS view on Quality Management in Mine Action.

Despite what was then seen as a well-planned and resource intensive effort to transfer the knowledge of quality management in the form of NOMS. The system was eventually discarded in September 2021 by the current Director. The result draws a parallel to what Røvik described in the virus theory, "the longer a management idea lingers at the discourse level, the more likely it is that eventual decoupling between idea and practice will be discovered and criticized. Thus, the more likely it is that efforts will be taken to close the gap – either by letting the idea drop, or by more whole-hearted attempts to implement it"(Rovik, 2011, pp. 641 - 642).

5.2 Key informant interviews

5.2.1 The Consultant

The consultant explained that his first encounter with quality management happened years back when his own company at the time pursued ISO certification. He remembered it well. Someone coming in from outside the sector asking just the right questions that made him think about quality. "What happens to that patch of land that was covered by the detector between last test and until the detector failed the test?". He was convinced ever since and strongly believes that the principles of ISO9000 quality management is universally applicable to any business. This was the basic foundation for developing his own systems.

When the director approached the consultant about developing the NPA quality management system, the consultant used the ISO9000 quality management principles but he also included things that he himself had developed when he also ran a large demining organisation. He was mixing in his own experience translating the ISO9000 principles to something that was contextualized for running a mine action organisation. Røvik writes that just like in literature, the rules of translations are set by the degree of possibilities and limitations that the translator has interpret and from what is being translated based on his or her own reason and intent. Therefore, translation is not a mere mirroring, but a subjective interpretation (Røvik, 2007, p. 257). The way that the consultant had adopted ISO to mine action shows both applying both copying and artistic innovation reflects well with the virtue of the courageous translator. This reflects well with what the consultant expressed in the interview.

The starting point was to take the same broad building blocks from ISOs but also some elements that I had used in my own Mine Action organisation. So that was the starting point, and then we went into the details. Some of that is fairly ISO and something was approaches that I had adopted myself. Like project reviews etc. making sure that projects were only taken on when people were confident that it could be done (Consultant, 2021).

In terms of the virtues of the good translator, the consultant certainly had knowledge both the ISO quality management principles having applied the for years himself, as well as in-depth knowledge of the Mine Action business, having already worked in the Mine Action business at the time for nearly 20 years. However, as a consultant you are limited to the length of your contract. In this case, the consultant was only brought on in the in the induction phases. Therefore, the patience and strength to see it through to adopting would remain at the hands of other translators.

When reflecting on why NOMS became so focused on administrative and support functions, the consultant looks back at the NOMS roll-out in the pilot project in Jordan. Running a task site (operational) was not seen as problematic. Rather they discovered that a lot of the irritations in the organisation is when the elements have to work together, thus logistics became the starting point.

I remember particularly sitting in the office. We had finance, logistics, operations, all involved. And we went through a process saying how does it work. At the end of it we had a process. Everyone got an ownership about it. They all agree on what they have to do with it and the constraints, and their objectives. So, I think maybe we simply ended up with focusing more on those areas because we recognized that that was the once that was the most challenging (Consultant, 2021).

The consultant also explains that processes that are located in one department are the easiest to control, but process working across departments are the most challenging. Thus, his suspicion with why logistics became the starting point, and since this occurred in all the pilots it meant that over time they got more adoptive in doing NOMS in those areas. The reasons for the lack of operational focus is different. "If it wasn't adopted as widely in operations, it wasn't because people said it wouldn't work or we don't want it. Over time, people wasn't as familiar with it" (Consultant, 2021).

The consultant also recognized concerns brought up at one of the regional workshops regarding flexibility. In his view if you try telling people to be flexible and creative they will not. "It is a classic thing, freedom brings responsibility, and actually people don't want to take the responsibility to make decisions. They much rather say, I got an SOP and that is what I do" (Consultant, 2021).

Where NOMS had worked operationally was when the consultant had worked with the Tajikistan Mine Action Authority together with NPA, where NPA was a new operator in country. This situation made it possible to do a case study on NPA operation in adopting a more flexible approach.

On procedures versus process maps, the consultant highlights that there are potentially all kinds of problems when you make things into procedures. On the other hand, process maps do not have to be ridged and you can include steps that are flexible and creative. If you recognize that people are hesitant about making decisions, the monitoring agency will counter sign those decisions. "If they [the monitoring agency] disagree they will let them know why allowing to rethink the decisions. We wanted people to take efficient land release decisions" (Consultant, 2021).

When the consultant was asked about why the non-conformance reporting part of NOMS did not stick with the programmes he explained it to be that fact that people are simply afraid of the concept of non-conformity it and it is usually the same everywhere. His view on this is that NPA should have tried harder. He also refers to working with the Vietnamese Mine Action Authority, how said that they did not think this was something that would suit them, where he counter saying that you can leave it out and have a management system but it would not be a quality management system and, in the end, they went with it by changing the term to room for improvement procedure.

> If you are a professional, you will have to take non-conformity seriously. You also have to be in a culture that does not penalize people inappropriately. And you should be in a culture that embraces root cause analysis… Of course, all of these things since we did NOMS, are now in IMAS, because I wrote them in IMAS(Consultant, 2021).

On a question about what could have been done differently, the consultant mentions that any management system would rely on the senior management's buy-in and leadership demonstrating their commitment to the system by using it themselves.

We suggested things like someone going from another programme. It isn't hostile but it is a really good way to reinforce this. People see as how others are going about things. Ideas are moved around, and I know that that didn't happen. At the end of the day it wasn't fully adopted because the senior management didn't want it enough, and that is in any organisation. If you want it you will have to make it happen (Consultant, 2021).

My own observations confirm this statement. Once the roll-out was done, head office left the programmes to maintain and develop it themselves. As it turned out, reviews and sharing of knowledge between programmes did not continue as there was no one applying the patience that is needed for successful implementations of the idea. Thus, the internal arenas where the new idea is talked about to allow for meaning to take shape, be clarified and mature was not created (Røvik, 2007).

5.2.2 The former Director

The former director explains that The Mine Action sector, like many other sectors are interested in organisational ideas. "We are copycats, themes will come up on the global stage but also on the national stage. The feeling is that you have to use these ideas" (Former Director, 2021).

He also explained that around 2010, several large Mine Action Organisation got ISO certification to prove that they had quality and control. The donors had started demanding more in the form of compliance. NPA needed a way to document that they complied and had structure that facilitated well the needs for quality and control. He also explained that the original idea was to get the whole of NPA onboard with ISO certification, which they did not go along with. The organisation simply did not have the appetite for it.

There were too many holes in having the right competence, abilities and procedures for them to buy into it. However, we got understanding for our ambitions, not to get certified but to build a system that could facilitate our need for quality due to the nature of our work as well as us having available funding to actually commit to the development (Former Director, 2021).

He had a strong wish to apply global standards in NPA's work, but to have one global SOP (Standard Operational Procedures) was not wanted as these usually extensive narrative descriptions of how to conduct the work. The same thinking was echoed in the interview with

the consultant"…if I visit a site and ask for them to show the SOP and they show a thick folder, from a quality management perspective, that is almost a non-conformity just there because the operators will not be able to be familiar with the entirety of that document" (Consultant, 2021). It is clear that the consultant and the director shared an understanding about this subject.

The director's reasoning for why the non-conformance reports part of NOMS was not taken onboard, he said it was perhaps not ideal to have added non-conformance reporting in the roll-out, but at the same time it is a key element of ISO quality management. NOMS was also intended to be an operational tool, and therefore it was very important to have this integrated. A non-conformance reporting system, as part of NOMS, was meant to handle the time pressure on documenting and handling mistakes so that NPA could learn from it in line with ISO thinking. Furthermore, many National Mine Action centres that did not know the reasoning behind accidents happening which led to poor accident investigations.

> If you cannot describe the process step by step it is difficult to know where in the chain it went wrong. NOMS was intended to describe a process clearly so that you would be able to identify where things had gone wrong and then to apply corrective and preventive action. This way it would be possible to identify where things have gone wrong in that process and then apply corrective and prevent action.

He also thought NOMS to have been perhaps too much and too complex, involving too many people to leave the responsibility with the advisor follow up on this. To be successful with the non-conformance reporting there should have been a full-time dedicated resource working on it to support the programmes, take part in analysing the non-conformance and be able to fully follow-up with the programmes on the issues.

Contemplating on other reasons related to NOMS not being fully implemented. One was that he felt we did not manage to institutionalize it in Oslo to be able to follow up. That NPA had implemented more than they were able to manage, and the use of specialised software for process mapping that could have limited people in used it in the first place. This detail relates directly to translational rules in the features of transferred knowledge. "The more a knowledge construct depends on certain technology with a clear-cut application in order to function in the recipient context, the less transformable it is for the translator"(Rovik, 2016, p. 300). In addition, he saw strong voices in the department that were sceptic to NOMS, this

includes key positions, which could have sent some signals that NOMS was not fully committed by head office.

5.2.3 The former CD of Vietnam

The former CD of Vietnam thought that the idea came about at discussions in the IMAS review board where there were voices pushing for IMAS to be revised to fall in line with ISO terminology. The same discussions went on in the UN system. Having NOMS would thus ensure that we fell in line with what was thought to be the new industry norm.

> So, the mood at the time was sort of all about Quality Management Systems, especially given that a little bit earlier the Geneva Centre had done a study showing that quality checks (QC) are less effective rather than having strong quality management system, which is more effective. The study basically showed how much money had been wasted over time doing post clearance QC. Which was where the focus and which encouraging programmes and organisations to put stronger efforts on quality management system, in Mine Action talk meaning QA (quality assurance), rather than doing post clearance sampling. That may have been a contributing factor to why we went down that road in the first place.

When asked about how well the NOMS was received in his own programme he emphasised that it was very much top-down, but that he believed in it, and the design of it was a collective effort in the programme with all management staff involved. "What we found out was that the process maps were used much more than the procedures. This should be the other way around the procedures should have more detail in it, with process maps being a snap shot" (V. Former CD, 2021).

When the CD moved on to work for NPA in Iraq he saw NOMS partly in use, but not the full system. Rather they used process mapping to teach staff. "Process mapping is a tool to be used so that we can understand who is responsible for what. We were already doing it on the support functions and not so much on the operational side of the house" (V. Former CD, 2021). The reason for it not being used on the operational side relates to the fact that very detailed SOPs are subject to accreditation by national authorities. That is the framework for conducting operations. NOMS was different looking at processes rather than procedures. In operations there is a process on decision making, which could definitely have been formalize better. "You do step one, then analysis and review, you do step two and you analyse and

review. There is not that much that you actually need to contribute with when it comes to mapping out the process on operations" (V. Former CD, 2021).

One reason for NOMS diverting from the initial idea, he recalls that the consultant explained that everything should be processed map. His honest opinion is that Mine Action people despite any age are "old dogs learning new tricks". They are mostly focused on targets and not the bigger picture and that is the biggest problem in Mine Action today.

> Trying to get Mine Action guys to think differently is a challenge in itself. Trying to get them to map out if a detector fails, trying to track back where exactly that failed, [asking] did you actually collect that information so you would not exactly what lanes the detector was used in. I can tell you right now that there are programmes that don't do that. I'm a hundred percent certain (V. Former CD, 2021).

For Vietnam the support function really took NOMS onboard. The operations understood it but did not take it onboard. The former CDs view on the general implementation of NOMS is that it was not very well implemented across the portfolio. They did it because they were told to do so, and they put in the minimum efforts to get their tic-in-the-box. In additionally, "we would have all of these processes mapped out in all of our programmes that we have, and we don't. So, I don't think it was actually adopted (V. Former CD, 2021). His take on this coincides with the notion of rejection, which is one of the three categories of failed knowledge transfer. The idea is taken in, put in practice but eventually discarded.

On the non-conformance reporting, his reply was that it was accepted back then, but not in accordance with NOMS procedure and process. This would be dealt with internally, the idea of centralizing the non-conformance reporting was also rejected. "As soon as you put something in the system so that other people can see it, not being resolved in-house. That is a culture that takes an extremely long time to change" (V. Former CD, 2021).

Another important point made was that if the reporting had gone as planned, it would require resources to review and respond to these non-conformities. "So, if you don't have that ability, what is the use of reporting?" (V. Former CD, 2021). Furthermore, there was no effort put in to do regular reviews of NOMS following the roll-out. Røvik terms this as maturation, where you would need enough time for the idea to mature, and in terms of the virtue of the good translations in relates to patience as successful implementation only happens after talk becomes action and this requiring both substantial presence and time of the translator.

5.2.4 The former CD of Tajikistan

The reason for the creation of NOMS was a sign and a wish from management to do systematic improvements at that time. Having one system for all programmes that allowed NPA to measure performance and allow for improvements to be addressed systematically.

From the receiving end, the Tajikistan programme was mature and it also helped that the consultant at the time was working with the Tajikistan Mine Action Centre (TMAC) on quality management so that NPA as an operator an TMAC as the authority could work together on quality management. "We were in the start-up phase of the programme, so it was easier to introduce new things, rather than an old programme that is very set in its ways and doesn't necessarily want to change" (T. Former CD, 2021).

The former CD thought the roll-out had went smoothly, but the system should have been better established from head office in the first place, so that when the roll-out was complete there could have been better follow-up from head office.

The former CD went on to lead several other NPA programmes after Tajikistan and when asked about the status as he saw it in these programmes his initial thought was that it had not been in use much. Bringing up the non-conformity record system as an example. However, when working on the Jordan close-down, NOMS was very useful ensuring that the programme followed the defined processes and making a good close-down of the programme in the end.

When asked to reflect if NOMS was developed and implemented as intended, the former CD said that the set-up plan was really good and it could have been really useful, but in the end, it was not fully used. Referring to NPAs intranet, as an example, it can be use well or it can be used poorly.

Why NOMS ended up being mostly mapping of administrative supporting processes, the former CD elaborates on the general background of operations staff in NPA. Education, how perceptive they are to new ideas and how well equipped they are in working in a digital environment. "I have seen a lot of operations managers around the world. Most of them are quite good technically, but when it comes to things like writing something, do something in a different way, think actively forward and things like that, I wouldn't say they are the most proactive people". In this reflection, he believes that NPA should have done more in developing them.

On the issue of programmes only taking on parts of the NOMS, leaving out the management procedures and non-conformance reporting, the CD brings up the resistance to change things.

> It is a cultural thing, generally people don't want to say anything until things have gone really bad, unfortunately this would lead to an accident, or big problems that are affecting the programme as a whole… but I think as well as a manager if you do not do things when somethings happen it will come back to you and it will reflect negatively on you.

When asked what he as a "translator" think is important when implementing new ideas, he elaborates on being aware of the setting where you are implementing the idea, and that you have to talk with people and to listen to understand this setting. The idea needs to be thoroughly explained and communicated why we are doing this. It also requires the full coherence from head office to be able to apply it in the programmes.

The reasons given not being applied operationally to replace descriptive SOPs with visual processes is linked with it would have helped if the full system had been in place from the start. Making the argument that we have standardized global reporting providing statistics, but NOMS would have help standardizing and unifying operations procedures. We are doing things differently in programmes, global statistics cannot be used in comparison between programmes as we are not standardized in the way we are working. "I think NOMS was there to have a system to ensure that you had a way of normalization, that things were done in a similar way"(T. Former CD, 2021).

5.2.5 The former CD of Jordan

Reflecting on as to when and why NOMS come in place, the former CD of Jordan tells about concerns regarding whether or not to get NPA ISO9000 certified.

> I remember back in 2005 and 2006, I was sitting as programme manager in Bosnia. At that time there was certain branches within the humanitarian demining sector that was pushing the certification agenda. UNOPS and UNMAS was doing this early on. They said that you would need this to be pre-qualify for tenders as an example. With this, I remember that I had talks with the head office about getting the Bosnia programme certified specifically. The response from head office was not supportive to this idea. NPA centrally was not ready for this (J. Former CD, 2021).

However, after a few years, quality management became more important especially on the operational level of the organisation. IMAS addressed this need in the IMAS 7.40 Monitoring of mine action organisations. Much of the discussion at this time was around how to do quality assurance and quality control. He believes that NOMS was a compromise between an organisation that did not want it [ISO certification], and a department that wanted it.

He also brought on the fact that ISO certification was on the table already back in 2005 and 2006 when he was working with NPA Bosnia & Herzegovina. The Bosnia and Herzegovina Mine Action Centre (BHMAC) was already at that time ISO certified and very much ahead of other country programmes and mine action centres. The reason for it not to materialize in NPA before 2010, relates to it the fact that the consultant was able to test the system with NPA in the stockpile destruction project in Moldova in 2010, as well as being part of the IMAS review board. "This is where the idea about structured processes. Process mapping became the focus. Better structure, more systematic, leading to improved quality management with had an advantage in the operations. This project most like triggered the creation of NOMS" (J. Former CD, 2021).

When asked if the NOMS roll-out could have been done differently and if that would have affected the result. The former CD replied: "Like most other large roll-outs, NOMS if it should have been really 'rolled out' and used in the whole organisation it would have been a massive project" (J. Former CD, 2021).

What constitutes a quality management system from his point of view is a system that "defines what is needed, that there is a systematic relationship to having actually policies and procedures and that this is properly mapped out in relations to for example ISO9001 principles". In his view this would require certification courses to properly understand these principles and apply this for every employee.

For him, NOMS only partially succeeded with limited application because it was push by the department. "It seems like this wasn't necessarily accepted. It would have been differently if there was a process centrally where the whole administration, including the board of directors, deciding to use it". So, the NOMS roll-out suffered as the programmes would have been confused about the scope of the application. He raises the rhetorical question "what are we going to use it for in contrast to the centrally established and communicated guidelines and procedures coming from the CFO, from HR, and from the secretary general?". Thus, this raise

the problem of competing ideas. In addition, the sector already following the IMAS, and the IMAS covering monitoring which is viewed as equal to a quality management system description that focuses on operations in terms of quality assurance, quality control and accreditation.

When asked to elaborate more on why NOMS never became an operational management system with focus on standardizing and clarifying SOPs, but rather focusing on support function. The director replied "it became more NAMS than NOMS", because at the programme level the impression was that the practical side of it was not thought through. How was this supposed to fit in with IMAS and national standards and SOPs for instance? "As long as the programmes where not able to figure this out, you are left perplexed, therefore the OPS side was not so much involved in this thinking" (J. Former CD, 2021).

However, his view when referring to developments within the Mine Action sector itself, between then and now, the IMAS 7.12 on Quality management in Mine Action came out. This means that: "...to be IMAS compliance in today's Mine Action work, you can get far with applying NOMS if it was fully implemented that is". He further says that "you would have been both close to being ISO certified and IMAS compliant" (J. Former CD, 2021).

Addressing the issue of NOMS only applying process mapping and leaving out the work on procedures and non-conformance reporting. The reason, as he saw it, was that on the administrative side of the house there are several ways of addressing non-conformances through whistleblowing channel, safeguarding, and anti-corruption measures. On the operation side the non-conformance issues were already governed by IMAS on monitoring. "All in all, this was a closed space between the programme and the national mine action authorities" (J. Former CD, 2021).

> To my understanding, it was almost like the programmes once we implemented to NOMS, including the centralized non-conformance register, did not understand that this was what was applied. Where these reports were supposed to be centrally stored and eventually reach Head Office. Either they didn't understand this, or they disagreed with it. Either way, there was a disconnection between head office and the programmes on the non-conformance reporting (J. Former CD, 2021).

The former CD reflects on the issue in having resources to handle non-conformities centrally, relating it to his work at the Geneva International Centre for Humanitarian Demining (GICHD) where they were running quality management system workshops in the sector.

> Most programmes did not have a clear understanding, and there was a big difference between the programmes when it came to reporting on quality and their own understanding of quality management including the corrective and preventive measures. The difference between a potential and a real non-conformity (J. Former CD, 2021).

This, he adds, relates to lack of competence on quality management in general. Programmes was not costumed to the level of transparency and that transparency was the whole point of it. Instead, the opposition to it derived from the notion of this being policing and that was the mentality.

NPA should have stated that minor non-conformities would not be reported externally or centrally as a part of the system and handled within the programme as such where only major or critical non-conformity should have been reported immediately to mine action authorities, NPA head office and to our donors. Most non-conformities are minor and dealt with on daily basis, which would have been too resource demanding and unnecessary for head office to deal with. However, the statistics is useful to measures to be able to monitoring trends in programmes.

Other reason for NOMS failing to stick is that NOMS would have requires the right individual competencies is it is not straight forward. "It is special way of thinking and many are confused between running operations and running quality management of that implementation. The whole plan-do-check-act cycle" (J. Former CD, 2021). There was a lot of resistance observed during the roll-out. The consultant held regional workshops on only one week each. The former CD was able to follow because he had ISO training and certification from before. "I'm not entirely sure as to what logic was apply to have it rolled out entirely, but if people are not trained on ISO related quality thinking, it becomes very difficult to related to and to understand what is required" (J. Former CD, 2021).

The added value in hindsight was that the process mapping itself was a useful exercise. I Jordan they focus this on the management and administration process during the roll-out week together with the consultant, which was very useful. He experienced the same working in

GICHD again with the consultant. Sitting together and agreeing to what is the start of a process, what components are needed, what constitutes the end of the process, what brings it over in another process, what type of documentations is needed, who is responsible and so on. All incredibly useful aspects for the end result that we do have a standard (J. Former CD, 2021).

5.2.6 The former CD of Lao PDR

The former CD of Laos did not think that the reasoning behind the NOMS was fully explained. However, it was intended for having a type of standardization of quality in mind. He was supportive of having a QMS in general, but with its main focus being improvement rather than standardizing, with the reasoning that you can standardize poor practice that gives the impression that the practice is good and reinforcing it. "The world of Mine Action is full of SOPs and other standards, but perhaps lacks improvements" (L. Former CD, 2021).

When asked about how the NOMS was received from the view of his programme at the time of the roll-out. He points out that the timing was not the best. The Laos programme was already occupied with convincing the Mine Action sector that with applying evidence-based survey Laos could be cleared of cluster munitions within 20 years rather than an assumption that it would take 1000 years. He pointed out that the problem was using landmine procedures to clear cluster munitions which is a very different type of hazard. "In this regard, we were not ready to standardize and we were in reality in a battling this out every day both externally and internally" (L. Former CD, 2021). He viewed the consultant to belong to the conservative side of this although his methodological approach was good.

Also, the top-down implementation process was not viewed favourable. As he expresses: "a quality management system, to make sense, needs to be owned by the users". The former CD, having a background from consultancy work and having worked in both the development and commercial sector reflects that:

> the implementation of quality systems in 'qualitative' environments almost always becomes a paper exercise. ISO9001 is a very general standard, developed in a production environment, which doesn't have to fit with all organisations. But the main focus in 9001, the improvement focus, based on continuously improvement in customer satisfaction internally and externally is very good and should have been the focus.

When asked if there was any added value from the NOMS the answer was that that was primarily useful as a training tool. "There is a lot of standard processes developed that is easy to use in a training context. Not to say the least, to start up new programmes with its needed support functions" (L. Former CD, 2021).

Regarding the ambition of the director to change descriptive SOPs to visual processes, he did believe it was a good point also that none disagreed with the consultant on how quality management systems work optimal in an organisation. But from his perspective the most important work on quality was the improvement aspect (L. Former CD, 2021).

His hypothesis on why the result was not as intended related to ownership. He suspects that NOMS was implemented on a general basis that it would give competitive advantage, and not necessarily an internal focus on improvements. The reason for NOMS to be mostly focused on support functions was due to the fact that these was easiest to map out, but at the same time the processes with the least interest to develop and improve.

On the issue on non-conformance reporting not being implemented through NOMS, it relates to these processes not being perceived as relevant enough for non-conformances. Also opening up for the possibility of it not being communicated well enough.

> I have given it a lot of thought as to how I personally could have been more constructive in this work. I have since then worked a lot with ISO, my current company has three certificates, and I still believe in the focus on continual improvement (L. Former CD, 2021).

He also believes that there is a challenge to make people understand what non-conformance means and in what setting. Given the example of the procurement process and using non-conformance reporting to improve it. "There are two types, one is a breach, and the other is an opportunity for improvement. That is a quite difficult quality culture to implement". Furthermore, "most process remain static, which is not the intention, you can never believe that a process is a hundred percent perfect, most processes are not" (L. Former CD, 2021).

5.3 NOMS user survey

The user survey discloses some signs of NOMS being still applied and used to a certain degree in programmes. More than 80% of the participants of the users was aware of NOMS. 36% said they had taken part in NOMS training. However, 77% of the respondents had

worked in NPA more than 5 years, so this claim can be related to the actual roll-out phase of NOMS and induction as well as having a low response rate strengthen a bias towards respondents actually responding had previous interest/knowledge about NOMS. Thus, the knowledge level as a whole might be lower. This should also be taken into consideration, looking at the rest of the result. For instance, 30% said they had taken part in NOMS review process. Seeing that the majority of the respondents had work for NPA more than 5 years, could suggest that this relates to the roll-out. On the other hand, more than 18% claim they have never seen a NOMS process map, which is a key component of the system and also the one component that evidently was used.

The open-ended questions also provide some more detailed insights as to how NOMS is viewed by users today. One respondent explains:

> I've learned in an ad hoc manner discovering NPA management requirements accidentally. I had a quick look through the NOMS documentation from 2011 just now. While it appears a good tool for ensuring compliance to be achieved, nowhere there (or anywhere else) have I found a comprehensive list of exactly what needs to be complied with.

This can directly link with the decoupling of certain components of NOMS and the fact that it was not fully implemented. Another user expressed the wish to have a portal for where the programmes can access programme requirements related to focus areas when addressed by HO, without having any references to NOMS as such. As echoing the statements made by the key informants, the survey also highlights NOMS as being used as a training aid.

Nevertheless, although there were signs of NOMS left in programmes, the low response rate makes the sample result insecure. As explained before even with a wide representation, those who responded most likely had both knowledge and interest in the subject while those that did not respond might not have any prior knowledge or interest in the subject thus the sample risking being biased.

6 Findings

The NOMS idea came about as a result of both external demands from stakeholders in the Mine Action sector, as well as the director's need to know that quality was ensured across the organisation. Evidence suggested that ISO certification already was brought up somewhere

around 2005 and 2006 as recollected by the former Jordan CD. However, it did not materialize before the director and the consultant started conversing on the subject as both being members of the IMAS review board and soon after also trialling it in the Moldova cluster munition destruction project in 2010.

As a translator of quality management from ISO to the Mine Action sector, the consultant had a proven track record and carried many of the traits that Røvik describes as the virtues of the good translator. However, NPA mine action department was no blank page and being highly decentralized and with its own reform history unknown to the consultant as well as the advisor that was delegated responsibility to coordinate. Despite this the approach taken for the knowledge transfer was using a reproducing mode as described by Røvik being a replication strategy and "aiming for a competitive advantage by systematically mimicking others' innovations or best practices" (Rovik, 2016, p. 296).

This mimicking took the form of lessons learned from the three-pilot project and using it as basis for regional workshops in which dedicated NOMS focal point from each programme would take the knowledge and develop this further in the programmes. In practice this led to wide use of copying as a translation rule. As a result, and since most processes addressed in the piloting programmes where looking at administrative processes, most NOMS processes after implementation across programmes where looking at administrative process rather than operations, which is the core activity of the Mine Action Department.

It was characterized by being top-down as echoed by all key informants. This is coined by Røvik as the hierarchal translation chain. Starting from the top and disbursing downwards. It is issue driven in search of a solution, i.e. external pressure and internal need for quality control. It limiting the flexibility in the translation, i.e. copying as translation rules applies in this approach. It is stimulus-response-based chain of events (Røvik, 2007, p. 294). The roll-out had a clear step by step plan from developing the skeleton structure and components, trialling it in pilot projects, followed by regional workshops and then implementation at the programme level. The last characteristic is that the top-down approach moves from the abstract to the specific.

After NOMS had been formally implemented most programmes focused their attention to the administrative processes. As originally intended, the director wanted to standardize and replace heavily descriptive SOPs with visual easy to understand processes. This replacement

did not happen as intended, instead the result was at best loosely coupled with operations. As more appropriately coined by the former Jordan CD as "NAMS" i.e. NPAs Administrative Management System.

Røvik describes attempts of replacement as having a "high potential to challenge the competence and interests of actors performing the existing practice and, thus, to trigger resistance" (Rovik, 2016, p. 295). This observation was also recalled by the key informants. I.e. "old dogs learning new tricks". Also, the fact that SOPs are interlinked with the IMAS and the national standards and subject to external accreditation makes it very difficult to replace current practice.

The same problem was faced with the attempt to centralize the non-conformance reporting. Again, these processes where already interlinking with IMAS and national standards. Perhaps also the requirement was misunderstood in the implementation, as well as the common misconception of non-conformance as being a form of "policing" rather than potential for improvements, thus rejected.

The failure to cements some of the key elements in NOMS was admitted by the former Director. Rather than copying, the argument in hindsight would be to apply addition and omission as a translation rule that is best used in instances where it might be useful to leave out elements of the new idea or practice if it is deemed unclear or the effect is not fully documented, or that an element could provoke or risk being misunderstood to some or all users and thereby creating opposition or rejection to the idea as a whole.

Lack of competency in ISO quality management was raised by the former CD in Jordan. This is supported by Brunsson saying that "a standard should be widely known among potential adopters if it is to produce similarity among many of them"(Brunsson, 2002, p. 6). NOMS directly links with the ISO9001 standard, but there was never a focus on investment in formal ISO9001 training, or mapping ISO competencies in the programmes in the first place. However, Brunsson also argues that there is usually no lack of available resources when it comes to information about a known standard. So, lack of uniformity to a standard has to do with the potential adaptors of the standard. Not all will find the information about the standard relevant. This echoes well with what the former CD of the Laos programme expressed. Moreover, Brunsson also argues that a decision to follow a standard depends on the free choice of the recipient and their ability to acting independently. As this was a top-

down process where the replication mode was applied, it did not leave much flexibility to be applied or at least not the impression of it. Adherence to standard is easier in a highly centralized organisation rather than decentral organisation where there are many units and individuals who can function as actors (Brunsson, 2002).

The Mine Action Department at the time of the implementation was a small administrative support unit in Oslo, and the organisation was highly decentralized with strong independent country programmes. A top-down centralized approach would depend on the recipient's willingness to adopt. If many actors believe that they are in a situation where the standard can be applied, found useful and necessary, uniformity will be more probable (Brunsson, 2002). The director mentioned that he needed to know that quality was ensured across the organization, especially mentioning the Standard Operational Procedures used for the field work. At the same time NPA mine action being very decentralized many programmes would not necessarily share the same view on it, i.e. former CD of the Laos programme.

In the end, only parts of NOMS was implemented, namely the process mapping of administrative support functions. None of the overarching procedures where reviewed after roll-out, meaning that there was no internal arenas where the new idea was talked about, allowing for meaning to take shape, be clarified and mature (Røvik, 2007). The centralized non-conformance reporting was not adopted as was deemed unnecessary due to existing practices or that it was viewed as a form of "policing". However, this is not uncommon when implementing standards. Different aspects might appeal more than others to different implementers (Brunsson, 2002, p. 8).

The mode in the induction of NOMS saw the use of copying as the translation rule, which could seem reasonable as it is usually "applied where the intention is to transfer standardized practices to all units" (Rovik, 2016). However, the fact that NPA Mine Action was highly decentralized also made it possible to overlook context-specific and non-codified factors that are key for the idea/practice to function. This includes the fact that operations, the core activity of the programmes, was not subject to NOMS processes, not the least the centralized non-conformity system. In this situation, and to avoid unnecessary resistance, the translators could have chosen omission which is more appropriate when source and recipient contexts differ on crucial variables.

In the case of NOMS most programmes' context did not receive the element of centralized non-conformity handling well, thus, omission could have been used to disarm the resistance and strengthen adherence. Røvik refers to a study done on German first reacting to local demands from standardizing authorities to adopt ISO9000 quality standard with a number og highly specified elements. The result was that most of the firms only adopted some of these specific elements. Another study was done on Norwegian organisations translating US performance-appraisal systems where it was modified to suit better with the Norwegian context to be less provocative (Rovik, 2016, p. 297). The consultant referred to a similar case with the Vietnamese Mine Action Authorities, who did not the word non-conformance, thus changing it to something less direct.

Although the original intent at the time was an "operational" management tool. Most process maps created between 2011 and 2015 are administrative processes (85%). While interviewing with the key informants, and as explained by the consultant himself. A relatively common process that are of a similar character across programmes, such as the procurement process was used in the piloting in all three programmes and echoed at the regional roll-out workshops with the other programmes, who then brought back this lesson and applied it in their own construction of the system when they returned. This copying became the norm, and as the result it stayed firmly within the administrative side of the house.

The user survey revealed that 80% of the respondents was aware of NOMS, still most of them did not use NOMS in their roles. NOMS is mentioned as being used as a tool for induction and training. This cannot be generalized due to the low response rate, but the key informant interviews also revealed the same reflection.

The key informant's role as translators and how the different virtues come into play provides explanation as to why NOMS did not turn out as originally intended. The interview with the key informants discloses some traits that links with the virtues of the good translator as described by Røvik. All key informants expressed good knowledge about both ISO quality management principles and also the mine action sector. But contextualizing the NOMS was an issue affecting the result. The main problem was link with the choice of applying copying rather than omission as translation rule, which could have fit better with the receiving contexts. This would imply using a modifying mode rather than the reproducing mode. The modifying mode is more suitable in situation where you are faced with a medium

dissimilarity between the recipient and the source context. Røvik elaborates this by saying that:

> Source and recipient contexts often differ so much on other crucial variables that the transferred knowledge may contain elements that do not fit the recipient contexts. Such conditions call for a pragmatic use of addition and/or omission as translation rules (Rovik, 2016, p. 302).

Addition and omission relate directly with the virtue of the courageous translator. This implies the translator should know best when to use and apply copying, addition and omission. NOMS was in fact a result of the consultant's ability to apply all of the above to fit with the mine action context as he had successfully done this for years in his own company and later in a role as a consultant. However, coping became the choice in the case of NOMS.

What perhaps become the most overlooked virtue was that of patience. Røvik says that successful implementation of an idea only happens after talk becomes action and this process in itself requires substantial time and presence from the translator. Consistent talk will eventually infect the organisation, but the incubation time will depend on the ability to create internal arenas where the new idea and/or process is talked about to allow for meaning to take shape, be clarified and mature (Røvik, 2007, p. 333). The consultant concluded: "At the end of the day it wasn't fully adopted because the senior management didn't want it enough, and that is in any organisation. If you want it you will have to make it happen" (Consultant, 2021).

When it came to the virtue of strength as described by Røvik, a translator would require strength to tackle what opposition the implementation of the idea might face from various actors within the organisation. This is of course an up-hill battle in an organisation that is heavily decentralized. NOMS as a reform challenged a number of existing practices and that elements such as the non-conformance register challenge existing practice. The virtue of strength implies that the translator must possess both competency as well as authority. The competency is important to transmit legitimacy and to challenge questions going against the practice as well as authority to act and cement the decision. (Røvik, 2007, p. 337).

Evidence suggest that NOMS was have gradually faded away since 2015. Last revised NOMS process was done in Vietnam in 2015. This decoupling is also noticed in the user survey and echoed by the key informants. Although traces of NOMS can be found in different

programmes and the user survey showing signs of NOMS being used for training purposes, the idea was only partially tested and eventually rejected.

Looking at the Mine Action sector as a whole, several developments relating to quality management have occurred since the introduction of NOMS. The second edition of IMAS 7.40 on monitoring of mine action organisations was released in January 2016 and IMAS 7.12 on Quality Management in Mine Action was released in July 2016. Both IMAS was written by the consultant in the NOMS. "All of these principles are now in IMAS. So, one obvious conclusion is, if NPA does not have a robust system for handling non-conformity it is not currently IMAS compliant" (Consultant, 2021). Needless of NOMS or not, the Mine Action sector has been able to adopt to ISO quality management principles through the international standards set for the sector.

6.1 Answer to research question 1

Research question one asked the following: "In the "motivational phase", why did the idea ISO9000 quality management get the attention of the Mine Action Department".

There were two main reasons as to how ISO quality management principles was taken in in the NPA Mine Action Department. One was external pressure to adhere to the ISO quality management principles coming from the Mine Action sector itself. This was echoed in statements from the former Director, the former CDs of Jordan and Vietnam. The former CD of Laos suspected the reason being gaining competitive advantage rather than an internal focus on improvements. Thus, also leaning towards this explanation.

The second reason an internal need to "document that we comply and that we had a structure that facilitated for the needs of quality and control. There was a strong wish for us to have global standards in our work. To have a global SOP" (Former Director, 2021).

The director first tried raising the issue of getting the whole organisation ISO certified with the board of NPA. This was not rejected, however the board recognised that the Mine Action Department had a special need when it came to controlling risks. Thus, giving the director a go-head to develop something similar to ensure quality in NPA's mine action operations.

6.2 Answer to research question 2

My research question 2 asked the following: "In the 'induction phase', what was the role of the translators and how well was the virtue of the good translator applied?

The consultant's role was decontextualizing ISO quality management principles so that it could be transferrable to the NPA Mine Action Departments and programmes. The NOMS was term sort of "ISO light" version, applying the principles without the formality of certification. Together with the advisor, the consultant then started working on the contextualization, developed a NOMS implementation package.

The CDs of the pilot projects role as translators was to trial the package and create their programme specific NOMS, much in line with what was presented in the initial package thus applying the copying translation rule.

The director, the consultant, and the CDs all displayed good knowledge about ISO quality management principles (source practice). However, as the findings suggested, contextualizing the NOMS using the hierarchal translational chain and applying the reproducing mode limited the ability to better fit with the recipient contexts. This is linked with the virtue of the courage translator and the ability to apply both copying and/or artistic innovation in setting the language, terminology or rhetoric in a setting where the idea or practice is being applied

NOMS was rolled out within one year this was perhaps not enough time to for the idea to mature which is linked with the translator virtue of patience as "consistent talk will eventually infect the organisation, but the incubation time will depend on the ability to create internal arenas where the new idea and/or process is talked about to allow for meaning to take shape, be clarified and mature" (Røvik, 2007, p. 333).

The translator virtue of strength was arguably underplayed, as evidence suggests that the implementation did face scepticism as a result of the idea challenging a number of existing practices. The virtue of strength implies that the translator must possess both competency as well as authority to challenge questions going against the practice tried implemented and authority to see it through.

6.3 Answer to research question 3

Research question number three asked: "In the 'adoption phase', was NOMS adopted as originally intended, and, if not, what was the result?"

The two reasons mention previously, external pressures to adhere to the ISO quality management principles, and the internal need for better control having a global SOP.

However, this intention was not realized through NOMS. Only parts of the system were implemented in the programmes namely process mapping of administrative supporting processes. The operations, the core activity of the department and programmes did not make use of this knowledge, thus, no SOPs was revised in regards to NOMS, nor was a key element of the quality management system, the non-conformance reporting put in practice. As a result, the NOMS was rejected.

7 Conclusion

Reviewing from the pragmatic institutionalism perspective the knowledge transfer of ISO quality management principles decontextualized in the form of NOMS, suggests that NOMS was translated using the reproducing mode. Since ISO certification was not the aim of the implementation, the translators could have used the modifying mode, and used translation rules of addition and omission to suit the contexts of the various programmes. According to Røvik " the classical mistake is making use of the reproducing mode as an attempt of copying, where you should have used a modifying mode gently applying addition so that the local version would fit the distinctive characteristics of the local context and its local challenges" (Røvik, 2007).

Despite good efforts to roll-out NOMS, the system was decoupled from the core activities and eventually rejected long before it was officially written-off in September 2021. The result seems to echo what Powell and DiMaggio described as buffering formal structure from the uncertainties of their technical activities thus becoming loosely coupled. (Powell & DiMaggio, 1991, p.41). The result could have differed had the virtues of the good translator been applied consistently in this process. Knowing the reform history would have opted for a modifying mode. Strength to respond to opposition, would have shown commitment from the top of the organisation and patience could have turned talk into action. This was the case in NPA. However, the persistence of translators in the sector as a whole have led to implementation of ISO quality management principles materialized in the international mine action standards 7.40 in 2016.

In the end what was the attempt a waste of time and resources? Not necessarily, in the process, many key actors have been infected with the quality management principles, capacities were developed to be process oriented, considering principles such as traceability and accountability, enabling corrective and preventive action as so on. Quality management

have spread like a virus, although incubation time have been extensive it has led to change one way or another.

Pfeffer and Sutton came up with a number of actions that help closing the knowing-doing gap also relevant for NPA. Action included that managers should rather pay attention to the philosophy of the idea than focusing on the specific techniques and practices. That knowing comes from doing and teaching others and that there is no doing without mistakes. As such allowing for mistakes to happen and to learn from it becomes key. Companies should not encourage internal rivalry as it undermines the organisations performance as well as employee well-being. You should measure what matters and measure the knowing doing-gap itself, and finally the main task for leaders is "to help build systems of practice that produce a more reliable transformation of knowledge into action" (Pfeffer & Sutton, 2000, p. 261)

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Appendix 1: Interview Guide with the consultant

Interview guide

Key informant: The consultant

Background: Worked in the Mine Action sector since the early 90s, both working for INGOs, creating his own demining company, and later consultancy company. The consultant has been active in the IMAS review board and also drafting a number of the standards.

1. Could you tell us a bit about how you came across the idea of adopting ISO9001 Quality Management principles in Mine Action (how did this idea travel?)

2. Why do you think the Mine Action sector would benefit from applying these principles?

3. In your own recollection, when did NPA contact you about developing a quality management system and what was the initial request?

4. Why do you think NPA at this point in time wanted to develop the NOMS what was the motivation?

5. How did you go about planning the development and roll-out of NOMS ("induction phase")? Working on the ISO9001 2008 version. Core components of a ISO system.

6. What challenges did you face in the development and roll-out of NOMS?

7. In your own experience what are the key elements in successful implementation quality management systems in any organization?

8. What are the typical challenges in the implementation?

9. What are the benefits when you successfully implement the quality management system?

10. Our current Mine Action Director declared NOMS dead last week? This is a result of NPA failing to follow-up, maintain and develop the system over time.

11. When rolling out NOMS in the programmes there was a noticeable difference in how different functions adopted to NOMS. Most processes outlines are linked with support functions. i.e. logistics, finance HR etc.? The original idea as explained by formed director Steinar Essen was that he saw the usefulness in adapting process descriptions to improve SOPs. In the end this wasn't the case? Why do you think that is?

12. Another observation was that a key element of the system, the non-conformance register, was not very well accepted at the point of the roll-out? Today, all programmes are actively

Appendix 2: Interview Guide with the former Director

Interview guide

Key informant: former Director of the Mine Action Department (during the period in question)

Background: Started in the Humanitarian Mine Action sector back in the mid90s. He worked for Norwegian People's aid for more than 20 years in various roles in which his last role was as director of the Mine Action Department. Currently, working in the UNDP with Mine Action.

This interview guide seeks to shed light on how the idea came about and how the plan to adopt to the system was developed, delivered and if the end result was as intended.

Interview guide (In Norwegian - the interview will be translated to English):

1. Hvordan oppsto ideen om NOMS?

2. NOMS systemet ble rullet ut i 2011 i programmene. NOMS ble utviklet fra HO i samarbeid med konsulenten. Etter din mening, hva var bakgrunnen for at mineavdelingen ønsket å implementere NOMS?

3. I retrospekt, burde utviklingen og implementeringen blitt gjort annerledes?

4. NOMS tok utgangspunkt i ISO9001 kvalitet styringsprinsippene. Hva tror du var utgangspunktet for at dette ble valgt når mineavdelingen skulle lage sitt eget kvaltietsstyringssystemet?

5. Hvor godt lyktes mineavdelingen i å implementere NOMS?

6. Hva kunne blitt gjort anderles dersom man ikke lyktes eller bare delvis lyktes med implementeringen av NOMS?

7. Kan du si noe om bakgrunnen for hvorfor du anså kvaltietsstyringssystemet som noe du ønsket innført i mineavdelingen?

8. NOMS tok utgangspunkt i kvalitetsstyringsprinsippene fra ISO9001 standarden. Hvorfor ISO9001?

9. Avviksrapportering var en viktig del av NOMS, men ut ifra hva som faktisk ble rapporter inn av avvik og hva som ble kommunisert og signalisert så lykkes ikke avdelingen med å få programmene med seg på dette. Hvorfor tror du det ble slik?

10. Alt i alt kan du si at resultatet ble som tiltenkt? Hvis ikke hva tror du var årsakene til det?

Appendix 3: Interview Guide with the former CD of Vietnam

Interview guide

Key informant: former Country Director of the Mine Action programme in Vietnam (at the time of NOMS roll-out and implementation)

1. The NOMS system was rolled out in the programmes in 2011. Vietnam was one out of three pilots. Including, Jordan and Tajikistan. What do you think was the background as to why NPA Mine Action wanted to have NOMS in the first place?

2. The consultant involved in the initial drafting and training in NOMS. His developed this based on ISO9000 Quality Management principles. Why do you think the management thought ISO was a good starting point to develop our own quality management system?

3. From the side of Vietnam at the time. What was your view on the development and roll-out of NOMS? Could it have been handled in a better way? What could have been done differently?

4. How well did your programme manage to implement and make use of NOMS during your time in the Vietnam programme?

5. How well done NPA succeed in the implementation of NOMS in general? Did it have any added value? If so, what was the added value?

6. In retrospect, did NOMS turn out as it was intended? If not, what was the result and why?

7. As the abbreviation suggested, NOMS was supposed to be an Operational Management System, however, most of NOMS process maps/descriptions are more on support functions (Logistics, finance, HR) why do you think that is?

8. An important part of the NOMS system was the non-conformance reporting. This wasn't fully implemented based on very little reporting in the system? Why do you think this part of the NOMS was so difficult to implement?

Appendix 4: Interview Guide with the former CD of Jordan

Key informant: Former Country Director for the Jordan Programme (during the period in question), current director for the Mine Action department.

Background: worked 19 years in the Mine Action sector at all levels and for several organizations including the United Nations Mine Action Service.

This interview guide seeks to shed light on how the idea was received at the programme end, how it was adopted and what the result became,

Interview guide (In Norwegian - the interview will be translated to English):

1. Hva er din oppfatning av hvordan ideen om NOMS oppsto?

2. NOMS systemet ble rullet ut i 2011 i programmene. NOMS ble utviklet fra HO i samarbeid med en konsulent. Etter din mening, hva var bakgrunnen for at mineavdelingen ønsket å implementere NOMS?

3. I retrospekt, burde utviklingen og implementeringen blitt gjort annerledes?

4. NOMS tok utgangspunkt i ISO9001 kvalitet styringsprinsippene. Hva tror du var utgangspunktet for at dette ble valgt når mineavdelingen skulle lage sitt eget kvaltietsstyringssystemet?

5. Hvor godt lyktes programmet ditt med å implementere NOMS?

6. Hva så du som added-value med implementeringen av NOMS?

7. Hvor godt lyktes mineavdelingen i å implementere NOMS?

8. Jeg har gått igjennom forskjellige NOMS prosesskartverk for programmene i NF. Av totalt 152 prosesskart, er kun 15,1% ops relaterte prosesser. Hvorfor ble det slik tror du? (DH: "we took a relatively complicated support function process and mapped it out 'log' ". JG: "SOPs are subject to strict regulation i.e. certification by national authorities etc.".

9. Hva kunne blitt gjort anderles dersom man ikke lyktes eller bare delvis lyktes med implementeringen av NOMS?

10. Avviksrapportering var en viktig del av NOMS, men ut ifra hva som faktisk ble rapporter inn av avvik og hva som ble kommunisert og signalisert så lykkes ikke avdelingen med å få programmene med seg på dette. Hvorfor tror du det ble slik?

11. Alt i alt kan du si at resultatet ble som tiltenkt? Hvis ikke hva tror du var årsakene til det?

Appendix 5: Interview Guide with the former CD of Tajikistan

Interview guide

Key informant: Former NPA Country Director in Tajikistan, Jordan, Lao PDR and Bosnia & Herzegovina.

Background: The key informant was CD in NPAs Tajikistan programme at the time of the role out of the NOMS. Therefore, he will be able to provide insight into the inductor phase of the NOMS roll-out process. He was also managing several other programmes following the implementation of NOMS and is hence able to provide valuable insight as to how successful the NOMS roll-out and implementation was in those respective programmes and contexts.

1. Why do you think MAD HO management chose to adopt a quality management system based on ISO9001 quality management principles for our mine action programmes?

2. Seeing the development and the roll-out of NOMS from the country programme receiving end. How well was this process communicated?

3. Seeing the development and the roll-out of NOMS from the country programme perspective. How did HO manage to include the programme in this phase? Could it have been done differently, and in what way?

4. What challenges did you face at the programme level when NOMS was introduced and how did you manage to overcome these challenges if any?

5. After leaving the Tajikistan programme you went on to lead several other programmes? What was your impression of the status of NOMS in these programmes? And was it useful in any way when you moved from one programme to another?

6. In your own view, did NPA manage to develop and implement the NOMS system as originally intended?

7. If YES, in your own recollection what was the intention of the NOMS?

8. As the abbreviation suggested, NOMS was supposed to be an Operational Management System, however, most of NOMS process maps/descriptions are more on support functions (Logistics, finance, HR) why do you think that is?

9. An important part of the NOMS system was the non-conformance reporting. This wasn't fully implemented based on very little reporting in the system? Why do you think this part of the NOMS was so difficult to implement?

10. If NOT, what was the result and why?

Appendix 6: Interview Guide with the former CD of Lao PDR

Key informant: Former Country Director in Lao PDR and deputy director for NPA Mine Action.

Background: worked 10 years in NPA with Mine Action and several years in the consultancy business working with the development sector.

This interview guide seeks to shed light on how the idea was received at the programme end, how it was adopted and what the result became,

Interview guide (In Norwegian - the interview will be translated to English):

1. NOMS systemet ble rullet ut i 2011 i programmene. NOMS ble utviklet fra HO i samarbeid med en konsulent. Etter din mening, hva var bakgrunnen for at mineavdelingen ønsket å implementere NOMS?

2. Fra ditt programmes side, hva tenker du om utviklingen og implementeringen av NOMS?

3. I retrospekt, burde utviklingen og implementeringen blitt gjort annerledes?

4. NOMS tok utgangspunkt i ISO9001 kvalitetsstyringsprinsipper. Hva tror du årsaken til at ledelsen mente dette var veien å gå for i sitt eget kvaltietsstyringssystemet?

5. Hva er ditt inntrykk av implementeringen og nytteverdien av NOMS i mineavdelingen og i programmene?

6. Hvor godt lyktes mineavdelingen med å implementere NOMS i ditt program?

7. Ble resultatet av innføringen av NOMS som tiltenkt?

8. Hvis utfallet ble annerledes, hva tror du årsaken til dette var?

9. Hva kunne blitt gjort anderles dersom man ikke lyktes eller bare delvis lyktes med implementeringen av NOMS?

10. I retrospekt var de aller fleste prosesskartene relatert til støttefunksjoner og ikke som originalt tiltenkt (operasjonelle prosesser), hva tenker du var årsaken til dette?

11. En essensiell del av NOMSen var innføringen av avviksrapportering. Det viste seg i innføringen at avviksrapporteringen slik den ble presentert ikke førte til at avviksrapporteringssystemet ble brukt totalt 6 rapporterte avvik i perioden 2011 til 2013 i NOMS. Hva tror du var årsaken til at mineavdelingen å lykkes med å innføre avviksrapportering i NOMS?

Appendix 7: NOMS user survey

Select your programme *

Select your answer   ⌄

What role do you work in NPA? *

Select your answer   ⌄

How long have you been working in NPA *

Select your answer   ⌄

Are you a aware of the the existence of NOMS in NPA?

◯ Yes

◯ No

If YES, how useful do you find it to be in your role in NPA

	1	2	3	4	5	
Not useful at all	◯	◯	◯	◯	◯	Very useful

If, NO are you working under another quality management system (QMS).

◯ Yes

◯ No

How often is NOMS brought up as a subject for discussion in your role in NPA?

	1	2	3	4	5	
Never	◯	◯	◯	◯	◯	Often

Have you every taken part in NOMS training?

◯ Yes

◯ No

Have you ever taken part in NOMS review process?

◯ Yes

◯ No

Appendix 8: NOMS user survey responses

ID	Start time	Completion time	Email	Select your program	What role did you wo	How long have you b	Are you a aware of t	If YES, how useful do	If, NO are you workin	How often is NOMS	Have you every taken	Have you ever taken	When was the last ti	How important is ha	How important is it	Please provide any additional feedback, if any, regarding the
5	9.19.21 15:52:07	9.19.21 15:53:27	anonymous	Bosnia and Herzegovina	Management	5 to 10 years	Yes	5		3	No	No	In the course of commu	5	5	I am very supportive to NOMS and would like to see a strong app
14	9.20.21 6:31:48	9.20.21 6:36:00	anonymous	Tajikistan	Management	5 to 10 years	Yes	5		3	No	Yes	During periodical NOMS	5	5	I would like to have a training in a global level.
13	9.20.21 4:43:20	9.20.21 4:55:48	anonymous	Laos	Logistics	More than 10 years	Yes	4	Yes	3	Yes	No	When I started in NPA	5	5	It is a useful tool for a quick overview, introduction, and training
26	9.20.21 11:48:13	9.20.21 11:55:07	anonymous	Thailand	Management	More than 10 years	Yes	3		3	Yes	Yes	During previous global c	5	5	It's very good for making all team members to understand the sa
17	9.20.21 7:41:30	9.20.21 8:23:12	anonymous	Lebanon	Management	1 to 2 years	No		Yes	1	No	No	I have never seen one	5	4	I've learned in an ad hoc manner discovering NPA management
44	9.26.21 13:03:02	9.26.21 13:33:05	anonymous	Palau	Operations	2 to 5 years	No		Yes	1	No	No	I have never seen one	5	5	Looked up the term and saw that NPAs Operational Management
25	9.20.21 11:27:00	9.20.21 11:29:23	anonymous	Iraq	Operations	2 to 5 years	Yes	3	No	2	Yes	No	During annual refresher	3	3	No comment
7	9.19.21 16:56:04	9.19.21 16:58:36	anonymous	Norway (DMAD)	Other	More than 10 years	Yes	1	No	2	Yes	No	A few years ago at HO	1	5	No comment
12	9.20.21 3:21:30	9.20.21 3:27:10	anonymous	Vietnam	Management	More than 10 years	Yes	1	Yes	2	Yes	Yes	During previous global c	5	5	NOMS has been largely forgotten in NPA since 2016. It makes no
37	9.22.21 5:10:55	9.22.21 5:16:55	anonymous	Vietnam	Logistics	5 to 10 years	Yes	5	No	2	Yes	Yes	When I started in NPA	4	4	NOMS is very useful
11	9.19.21 22:55:11	9.19.21 22:57:43	anonymous	Tajikistan	Management	5 to 10 years	Yes	4		3	No	No	In our SOP	5	4	NOMS was helpful when it was rolled out many years ago in NPA
6	9.19.21 16:30:13	9.19.21 16:42:05	anonymous	Iraq	Management	5 to 10 years	Yes	5	Yes	5	Yes	Yes	During previous global c	5	5	Non
18	9.20.21 8:29:05	9.20.21 8:35:36	anonymous	Vietnam	Finance	5 to 10 years	Yes	4		2	No	No	During annual refresher	4	5	None
32	9.20.21 16:37:41	9.20.21 16:49:30	anonymous	Somalia	Operations	5 to 10 years	Yes	5	Yes	5	No	No	When I started in NPA	5	5	NPA Quality Management and Quality Control department Of Mi
24	9.20.21 11:01:01	9.20.21 11:25:05	anonymous	Norway (DMAD)	Management	More than 10 years	Yes	4	No	4	Yes	Yes	During the most recent	5	5	Process mapping is an excellent tool, provided they remain curre
4	9.19.21 15:35:04	9.19.21 15:50:42	anonymous	Iraq	Operations	2 to 5 years	Yes	5		4	Yes	Yes	Weekly	5	5	The "NOMS" name should be reviewed as they are currently gene
30	9.20.21 11:57:14	9.20.21 12:55:08	anonymous	Cambodia	Operations	More than 10 years	Yes	2	Yes	2	Yes	No	SOP development (rece	5	5	The NOMS is a pretty complex concept to be commented on as a
43	9.24.21 9:49:35	9.24.21 9:53:14	anonymous	Angola	Management	5 to 10 years	Yes	3	Yes	3	No	No	When I started in NPA	5	5	There should be an elaborate review process for NOMS
3	9.19.21 15:23:21	9.19.21 15:32:03	anonymous	Iraq	Operations	Less than a year	Yes	3	Yes	3	No	No	We have many for lots c	5	5	This is a good system, however it should be possibly passed do a
10	9.19.21 20:21:23	9.19.21 20:36:25	anonymous	Tajikistan	Operations	More than 10 years	Yes	5		3	No	No	I'm going through it whi	5	5	We have internal and External QMS and the systems which are d
38	9.22.21 8:53:53	9.22.21 8:59:31	anonymous	Angola	Management	More than 10 years	Yes	4	No	3	No	No	Periodically, when need	5	5	We need training(s) and a regular update on NOMS.
1	9.19.21 15:21:56	9.19.21 15:23:38	anonymous	Iraq	Management	More than 10 years	Yes	4		1	Yes	Yes	During periodical NOMS	5	5	
2	9.19.21 15:21:44	9.19.21 15:23:51	anonymous	Norway (DMAD)	Finance	5 to 10 years	Yes	3		3	Yes	Yes	During periodical NOMS	5	5	
8	9.19.21 17:06:38	9.19.21 17:08:08	anonymous	Iraq	Management	More than 10 years	Yes	4		4	Yes	Yes	When I started in NPA	5	5	
9	9.19.21 17:47:33	9.19.21 17:50:18	anonymous	Laos	Management	More than 10 years	Yes	3		2	Yes	No	During previous global c	4	4	
15	9.20.21 7:12:34	9.20.21 7:13:57	anonymous	Iraq	Finance	5 to 10 years	No		Yes	1	No	No	I have never seen one	5	5	
16	9.20.21 8:09:56	9.20.21 8:12:42	anonymous	Iraq	Logistics	More than 10 years	Yes	2	Yes	2	Yes	Yes	During previous global c	5	5	
19	9.20.21 6:58:34	9.20.21 8:38:16	anonymous	Laos	Finance	5 to 10 years	No		Yes	1	No	No	I have never seen one	5	5	
20	9.20.21 8:57:10	9.20.21 9:33:41	anonymous	Vietnam	Other	5 to 10 years	Yes	4		4	No	No		5	5	
21	9.20.21 9:25:50	9.20.21 9:29:17	anonymous	Angola	Operations	More than 10 years	Yes	4		4	No	No	During previous global c	4	5	
22	9.20.21 10:19:32	9.20.21 10:21:07	anonymous	Iraq	Operations	1 to 2 years	Yes	2		2	No	No	When I started in NPA	5	4	
23	9.20.21 10:42:16	9.20.21 10:46:26	anonymous	Zimbabwe	Operations	5 to 10 years	No		Yes	3	No	No	When I started in NPA	5	5	
27	9.20.21 12:42:12	9.20.21 12:43:37	anonymous	Thailand	Management	More than 10 years	Yes	4		2	Yes	Yes	During previous global c	5	4	
28	9.20.21 12:44:07	9.20.21 12:45:30	anonymous	Cambodia	Other	Less than a year	No		No	1	No	No	I have never seen one	4	5	
29	9.20.21 12:49:14	9.20.21 12:54:17	anonymous	Bosnia and Herzegovina	Operations	More than 10 years	No		No		No	No	I have never seen one	5	5	
31	9.20.21 13:13:07	9.20.21 13:16:00	anonymous	Norway (DMAD)	Operations	Less than a year	No		Yes	1	No	No	When I started in NPA	5	5	
33	9.21.21 3:26:45	9.21.21 3:27:06	anonymous	Laos	Operations	More than 10 years	Yes	4		3	No	No		4	5	
34	9.21.21 6:38:27	9.21.21 6:41:01	anonymous	Laos	Logistics	5 to 10 years	Yes	4		3	No	No	When I started in NPA	4	4	
35	9.22.21 4:03:52	9.22.21 4:12:17	anonymous	Cambodia	Finance	1 to 2 years	Yes	5	No	3	No	No	I have never seen one	4	5	
36	9.22.21 4:05:47	9.22.21 4:12:57	anonymous	Cambodia	Management	5 to 10 years	Yes	5		2	No	No	When I started in NPA	4	3	
39	9.22.21 20:38:08	9.22.21 20:40:44	anonymous	Afghanistan	Operations	5 to 10 years	Yes	2	Yes	2	No	No	During previous global c	5	5	
40	9.23.21 3:42:48	9.23.21 3:44:08	anonymous	Palau	Operations	2 to 5 years	Yes	5		3	No	No	During previous global c	5	5	
41	9.23.21 5:26:49	9.23.21 5:30:57	anonymous	Afghanistan	Finance	5 to 10 years	Yes	4		3	No	Yes	During annual refresher	4	4	
42	9.23.21 13:26:26	9.23.21 13:28:26	anonymous	Bosnia and Herzegovina	Other	5 to 10 years	No		No	1	No	No	I have never seen one	5	5	

Appendix 9: NSD assessment

NSD sin vurdering

Prosjekttittel

Translating quality management system in Mine Action

Referansenummer

223884

Registrert

06.11.2021 av Sten-Trygve Brand - sbr097@post.uit.no

Behandlingsansvarlig institusjon

UiT Norges Arktiske Universitet / Fakultet for humaniora, samfunnsvitenskap og lærerutdanning / Institutt for samfunnsvitskap

Prosjektansvarlig (vitenskapelig ansatt/veileder eller stipendiat)

Ådne Danielsen, adne.danielsen@uit.no, tlf: +4777646178

Type prosjekt

Studentprosjekt, masterstudium

Kontaktinformasjon, student

Sten Brand, sbr097@uit.no, tlf: 40226077

Prosjektperiode

01.01.2021 - 01.12.2021

Status

16.11.2021 - Vurdert

Vurdering (1)

16.11.2021 - Vurdert

Det er vår vurdering at behandlingen av personopplysninger i prosjektet vil være i samsvar med personvernlovgivningen så fremt den gjennomføres i tråd med det som er dokumentert i meldeskjemaet med vedlegg den 16.11.2021, samt i meldingsdialogen mellom innmelder og NSD. Behandlingen kan starte.

TYPE OPPLYSNINGER OG VARIGHET
Prosjektet vil behandle alminnelige kategorier av personopplysninger frem til 01.12.2021.

LOVLIG GRUNNLAG