

country by country and even within country, depending on location. How visible are you as foreigners? What is expected of you? What can you expect? What cultural customs are critical? What is general reaction to foreigners? Specific attitudes towards U.S. persons?

7. If there are any security problems or precautions needed give realistic information and explanation of them. These could be in the project area, other places in the country, countries which team members are likely to visit, or countries and cities enroute. Be as realistic as possible. Do not raise unreasonable fears.

#### E. Team Orientation, Professional

Team members need orientation beyond the general which they need along with their families.

1. Describe the purpose of the project. The donor has a specific purpose this project is expected to accomplish. You as contractor also have a purpose. Be sure the team understands how this project fits both donor and contractor purpose.

2. Help the team understand the difference between overseas operations and domestic operations. Because of personnel scarcity, they often are expected to cover a broader scope of responsibility than in the United States. They may have to handle questions of organization and management that never arise at home. If some concepts are new to host country or host institution, such as area-specific research or the technical liaison and support function, spend some time on the principles of these functions. Some other parts of this handbook will be useful. You can use others to help develop an understanding of the concepts.

3. Let the team know the policies and practices regarding team identity and deployment in the project. How closely will the team be expected to integrate its members into the operations of the host institution. There needs to be a project policy, and the team needs to know it. What will be the members' expected relationship to team leader? To his counterpart? To donor personnel? To host institution management?

4. Inform the team as fully as you are able to do the names of key actors in the host institution and host country. Although subject to change, any special relationships among key actors or between key actors and high officials need to be made known. Do not attempt, however, to be precise on just what significance these relationships have.

5. Try to develop some political awareness and sensitivity in the team, but do not overemphasize political relationships. It is extremely difficult for foreigners to understand and evaluate these relationships, and the cost of error is often greater than the consequences of ignorance.