9. You have more time in selecting replacements. Use it. To the extent feasible, send prospective candidates on short term duty to the project.

D. Team Orientation, General

Until a person has lived or worked in a country it is difficult for her/him to appreciate much of what you can give in an orientation. Even though its effectiveness is limited, orientation does have value, and the value is critical.

Think in orienting original team and replacements. For replacements you will have much more information than you had for original team. The project will soon seem commonplace to you, but it's not to the new team member. Don't slight the replacement personnel and families.

1. Recognize importance of family, who does not have the support that the team members' professional responsibilities and activities provide.

2. Describe the country, location with respect to other countries, geography, climate, life style, culture, economic situation, politics and history, and matters of specific relevance to project and team. Provide a map.

3. Build a small library team members can use in their own preparation. Useful materials are project documents, other donor prepared documents, your proposal, the contract, along with other information you can accumulate that would be helpful.

4. Provide both information and discussion opportunity for families on living conditions. Health and education opportunities are often of most concern. Develop as much information as you can on international communication and transportation facilities; contractor perquisites, such as access to donor facilities—health nurse, diplomatic mail, commissary, furniture; shopping facilities—locally, in-country, nearby, and by mail order—including team members' importation privileges and restrictions; recreation facilities and tourist possibilities; opportunities for family member activities; opportunities for family members to work, either as professionals or volunteers.

5. Provide an orientation kit for each family—with map of country and capital city, important phone numbers and addresses, churches, donor privileges available and rules for accessing them, international communications facilities (airlines, telex, and cable numbers), ways to contact team and family members in an emergency. Provide information that is critical, vital, or highly useful, keeping the kit as neat and manageable as you can.

6. Discuss, to the extent you can determine it yourself, the "cultural positioning" of the team and family members. Perhaps all you can do is to stimulate an awareness and encourage your personnel to be sensitive to certain issues. These will vary.