



S A B I T

**PROMOTING
PARTNERSHIPS,
GENERATING
RESULTS**

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A PROGRAM OF THE U.S. DEPARTMENT OF COMMERCE

Alumni Survey Confirms SABIT Impact on Eurasian Marketplace

Patrick Brennan

A recent survey of SABIT Alumni across Eurasia affirmed the positive impact of SABIT training initiatives on the market environment in Eurasia. In July 2004, Sweet Analysis Services, Inc. provided the results of a survey of nearly 800 SABIT Alumni (out of a total Alumni network of over 3,300) across Central Asia, the Caucasus, the Russian Far East, Ukraine, Belarus and Moldova. The survey focused on post-SABIT experiences of the alumni, the effect that the SABIT program had on their business, and alumni satisfaction with the SABIT program.

According to the survey, SABIT continues to be successful in achieving its goal of assisting the economic restructuring of Eurasia through training of its managers, professionals, and scientists in American methods of management and science. Nearly 90% of SABIT alumni interviewed gave the program a favorable rating, and 95% thought highly enough of their experience to share lessons learned with colleagues and friends. All alumni reported introducing at least one type of change in the poli-

cies of their organization or company as a result of their SABIT training. The impact of SABIT training programs on Alumni organizations is most strongly felt in the areas of business/strategic planning, business ethics and corporate governance, human resource development and management, product development, standards and manufacturing process improvement, and marketing. 60% of SABIT alumni have established a business relationship with other SABIT alumni and 25% of them have been able to establish a business relationship with a U.S. company as a result of their SABIT training.

The results were fairly consistent from region to region. In the Caucasus and Central Asian Republics, 40% and 60% of SABIT alumni, respectively, reported that they had received a promotion, an award, or pay raise as a result of their SABIT training. More than half of those surveyed in Moldova and Belarus and 42% of Ukrainian alumni have participated or advised the legislative process in their country. In the Russian Far East, 75% of SABIT alumni maintain a business relationship with other alumni.

SABIT Q & A

World Services Builds Healthy Partnerships

Patrick Brennan

World Services of La Crosse, Inc. is a non-profit organization formed in 2001 to continue the international citizen diplomacy work of the former La Crosse International Health Partnership, which was established ten years ago by Gundersen Lutheran Medical Center and Franciscan Skemp Healthcare. The Partnership focused on health and human service delivery systems, improving health status, and quality of life for populations globally. World Services continues to work in Russia, Ukraine and China, and is expanding to deliver services to other nations of the world. Seeking to improve municipal services, economic development, health, social welfare, and quality of life in

targeted communities, World Services coordinates the activities of volunteers who share their knowledge and professional expertise with colleagues around the world. Professional exchanges are the major method of carrying out the organization's goals. (Adapted from World Services of La Crosse website: <http://www.worldserviceslax.org>).

World Services of La Crosse is a long-time SABIT participant. They have been awarded numerous grants, and have been a willing host, providing training and expertise for several SABIT delegations. In 2004, World Services successfully managed and implemented two SABIT Group Programs in Hospital Administration. (see pictures on page 2 of these SABIT Delegations).

[Continued on page 2]

SABIT Exchange

About

SABIT Exchange is published quarterly by the Special American Business Internship Training (SABIT) Program as a service to its clients. Founded in 1990, SABIT is a U.S. Department of Commerce initiative that awards grants to American organizations to train Eurasian managers and scientists.

How To Reach Us

U.S. Department of Commerce

SABIT Program
Franklin Court Building,
Suite 4100W
1401 Constitution Avenue, NW
Washington, DC 20230

Tel: (202) 482-0073
Fax: (202) 482-2443
sabitapply@ita.doc.gov
www.mac.doc.gov/sabit

Staff

Tracy Rollins, *Director*
Liza Sobol, *Deputy Director*
George Avilkin, *Logistics Coordinator*
Patrick Brennan, *Marketing Coordinator, Editor*
Melissa Jordan, *Grant Coordinator*

Senior International Trade Specialist
Ilona Shtrom

International Trade Specialists

Frank Borghese
Benjamin Chapman
Erin Crouch
Tanner Johnson
Rimma Karlin
Martin Koran
Erin Schumacher
Scott Szenasi

Impact

"The SABIT interns of today become the entrepreneurs of tomorrow."

William H. Lash, III
Assistant Secretary of Commerce for Market Access and Compliance
U.S. Department of Commerce

- More than 1,000 organizations have trained over 3,300 Eurasian managers and scientists.
- SABIT has facilitated \$300 million in export revenues and overseas investment since 1990.

Articles by non-U.S. government employees express the views of the authors and should not be construed as a statement of U.S. government policy.

An Interview with World Services of LaCrosse

[Continued from page 1]

Ms. Sandra McCormick, President and CEO of World Services, commented on the value of participation in SABIT programs:

"The relationships that were established will make it easier to consider future healthcare partnerships in the former Soviet Union. We have a greater understanding of healthcare needs and the healthcare system as well as greater resources in our community built up to participate in additional partnerships."

In June 2004, Ms. McCormick spoke with SABIT marketing coordinator, Patrick Brennan. The following is an excerpt of their conversation:

SABIT: Please describe World Services of La Crosse.

WS: World Services is an organization that works on a variety of projects in the former Soviet Union. We're both in Russia and Ukraine, and we're just starting a new project in Georgia. We're an outgrowth of a project that began in 1992, the Lacrosse International Health Partnership. We work closely with Lacrosse's health care community, [especially] two health care institutions, Gunderson Lutheran Medical Center and Franciscan Skemp Mayo Healthcare. Many of our [SABIT] interns that we have had in the past, probably eleven years, have done their leadership development training at these two health care institutions.

SABIT: What types of projects do you focus on in Russia, Ukraine and now in Georgia?

WS: The majority of our projects through the years have been health care projects. However, we have also done municipal exchanges. We are now working on the development of projects in the areas of education and federalism, economic development, and health and environment. (Click here for World Service's History of Accomplishments)

SABIT: What are the major accomplishments resulting from the partnership between the communities of Dubna, Russia and La Crosse, Wisconsin?

WS: As an organization, World Services has accomplished a number of things, particularly in Dubna, Russia. One of these accomplishments has been the development of a Regional Diabetes Center that has been sustained by the community since it was started in 1993. We've had a Women's Health Project that has been sustainable. Much of the sustainability of these projects has resulted from the fact that [our partners in Eurasia], who have worked on these programs, have spent three months in La Crosse [through the SABIT Grant Program]. As a result of their work here they have helped us bridge the cultural gap that exists, and they have absorbed many things about our culture: our work ethic, our team approach, our collaborative working

relationships. And this has allowed them to move their programs forward in a way that many other communities have not been able to accomplish. It has made a huge difference because, when we talk with them about bringing together teams, when we talk about education using an interactive approach, they have lived it, they have seen it on a day-to-day basis. And, therefore, they realize that we actually work in a different style than they are accustomed to working. Once they've seen the results of that they become very self-confident; they become leaders in their communities. This [interactive training] has allowed us to achieve what we have.



SABIT: Please describe World Services' participation in the SABIT Program.

WS: World Services has been the applicant for the funds. We have identified people within the communities in which we work, who we believe have the characteristics to become leaders, and to become change-agents in their communities. When they have been identified and meet the criteria we bring them to the U.S., and manage their training programs. We establish programs in leadership development; we place them in situations in which they can work with and observe colleagues in their particular professional area. They spent part of their day working with colleagues in their specialty area; part of their day in leadership development training; and part of it includes some sort of social and cultural activities. The community really endorses this kind of activity, and becomes engaged in doing a number of these sorts of things.

SABIT: How has SABIT Grant funding impacted the health care projects World Services conducts in Dubna, Russia?

WS: For example, Sergei Ryabov was one of our early interns, and when he returned to Dubna, where he was the head of the Health Department, he took on the challenge of reforming the health care system. Based on his SABIT training, and with the support of funds from USAID, a number of things were accomplished. He examined merging certain services, such as ambulance services, so that there was a centralized ambulance system -- something he had observed here in our country, where there is one citywide ambulance rather than one for

[Continued on page 4]

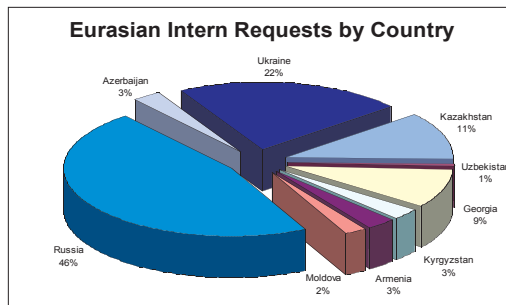
Grant Applicants Demonstrate Diversity in Industry and Location

Patrick Brennan

The 2004 SABIT Grant Program generated substantial interest from U.S. companies and organizations operating in the Eurasian markets. SABIT Grant funding enables American organizations to offset the substantial costs of providing hands-on, professional training in the United States for partners, local representatives and/or customers from the Eurasian markets. Structured as reimbursable awards, SABIT funding covers roundtrip airfare, lodging and living expenses for the length of a 3-6 month internship. Applicants specify training objectives and submit a training plan that will assist them in becoming better positioned in the emerging markets of Eurasia. In 2005 SABIT will accept Grant applications from January to April.

A total of 45 organizations applied for Grant funding in 2004. The distribution of applicants across industrial sectors was fairly even and representative of the emerging businesses in Eurasia. Healthcare Services and Equipment topped the list. Several of these applicants were small clinics that have formed partnerships with Russian healthcare institutions, while the remainder were non-profit or educational institutions that focus on capacity building within the health and human services field.

As expected there was significant interest in the Grant Program from the energy sector, as well as the infrastructure development sector (including transportation, construction, and instrumentation). There were five applicants conducting training in

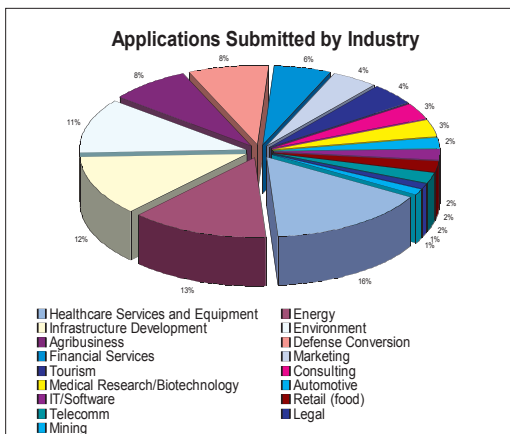


the environmental field, including environmental engineering, natural resource management and environmental conservation and regional planning. Defense conversion and agribusiness comprised the last substantial tier of industries that applied for funding. The remaining applications were spread over roughly 10 industrial sectors ranging from tourism and marketing to telecommunications and mining.

Analysis of the applicants by location reveals a wide distribution of the 45 applicants. Nearly half (24) of the 50 states in the Union were represented, with California having the largest number of applicants (9), followed by Arkansas (4), Florida (3), Pennsylvania (3) and Virginia (3).

On the Eurasian side, nearly half of the 142 trainees requested came from Russia (66). Applicants were also significantly interested in training managers and scientists from Ukraine (31), Kazakhstan (16) and Georgia (13). Armenia, Azerbaijan, Kyrgyzstan, Moldova and Uzbekistan also received requests for trainees. Other interesting parameters of analysis include:

- > 70% of applicants were small- and medium-sized enterprises (SME's)
- > 26 out of the 45 applications were from first-time participants
- > 43% of all applicants submitted training plans of 3 months in length, while 37% submitted plans of 6 months in length.
- > 64% of applicant nominated a known candidate for training, while the remaining 36% chose to utilize SABIT's resources to select a candidate.



SABIT is pleased to announce the 2005 Group Program Calendar. SABIT will implement twelve industry-specific group training programs designed to encourage U.S. exports and investment to Eurasian markets. Several months prior to each program, SABIT recruits interested U.S. companies and organizations to act as a host for a half-day to two days of hands-on, professional training, including seminars, site visits and roundtable discussions. U.S. hosts are given the opportunity to showcase their products and services to Eurasian decision-makers in their industry. Delegates are mid- to upper-level management and engineers. The SABIT Group Program is an excellent way for U.S. firms to establish and extend business relationships in Eurasia.

Oil Pipelines (NIS)

January 15 - February 12

Healthcare Administration (West NIS/Caucasus)

January 29 - February 26

Road Construction (West NIS/Caucasus)

February 26 - March 26

Water Resource Management (Central Asia)

March 12 - April 9

Offshore Oil and Gas Exploration and Production (NIS)

April 17 - May 15

Insurance (Central Asia)

April 23 - May 21

Residential and Commercial Construction (Central Asia)

May 21 - June 18

Timber and Wood Processing (Russia)

June 4 - July 2

Healthcare Administration (Russia)

August 6 - September 3

Oil Refining (NIS)

August 13 - September 10

Dairy Processing & Packaging (West NIS/Caucasus)

August 20 - September 17

Energy Efficiency in Construction (Russian Far East)

August 27 - September 24

2005 Grant Program

SABIT will open the next Grant funding round in January 2005.

Visit www.mac.doc.gov/sabit for more information and register to receive the 2005 Grant Application Kit.

SABIT Grantee Profile

Grain Strategies for a Market Economy: Iowa State University's SABIT Grant

Erin Crouch

International Trade Specialist Erin Crouch was invited to Ames, Iowa on July 14, 2004 to observe the final presentations of the six Ukrainian SABIT trainees hosted by Iowa State University. The presentations demonstrated the trainees' knowledge of U.S. agricultural input, product and equipment markets and especially their newfound understanding of genetically modified grain.

Iowa State University's College of Agriculture provided a broad industry-wide perspective, coupled with on-site and interactive training, including visits to farms, cooperatives, grain reprocessing plants and other important facilities. The trainees gained an in-depth understanding of how the U.S. grain market works, and developed skills in managing seed and grain supply channel operations, logistics and transportation, as well as financial and risk management. Trainees Lesya Klymenko and Tetyana Alaverdova expressed how prior to their training, they had feared genetically modified food products. "I understand now that in fact, we have been eating these products already in Ukraine, but we just

didn't know it. We don't have the facilities for testing for this [GMO] so it is not labeled." Another trainee, Mikola Horbachov, added that he now better understands the safety of biotechnology.

A high point of the internship for all the participants was the visit to the Chicago Board of Trade, where they learned about hedging risk for grain trading. Hedging is still a new concept in Ukraine, but the trainees hope to develop the market upon their return. The Ukrainians took part in the Biotechnology Institute Conference on April 22, 2004 and in a lecture series on world food needs from June 28- July 2, 2004.

The six delegates also hope to continue cooperation within their group. Representing six Ukrainian firms (Ukrimpex Ltd, the Ukrainian Grain Association, W.J. Agro, Serna, Adora and the Institute of Agrarian Economics), the delegates cover a broad area of the market. Learning from their training and from each other, they are sure to make a difference and to continue cooperation with their colleagues at Iowa State University.



Iowa State SABIT trainee, Mikola Horbachov delivers a presentation on grain marketing and logistics in a market economy.

2005 Grant Program

SABIT will open the next Grant funding round in January 2005. Visit www.mac.doc.gov/sabit to learn more and register to receive an application.

SABIT Q & A (cont.)

World Services Promotes Eurasian Health Reform

[Continued from page 2]

each hospital. A number of health care guidelines were developed that directed the delivery of health care services in a new way. And more importantly, he worked very hard with the Oblast in order to move financing from the inpatient setting to the outpatient setting. So the flow of money changed, as well as the care of patients, and it became a reform of the entire health care system.

SABIT: As a host of a SABIT Group program, how has World Services benefited?

WS: We have worked on the coordination of health care management groups that has come from several countries of the former Soviet Union. These [SABIT Group Programs] are month long internships, and are part of a study tour to better understand the health care management. It has been an exciting opportunity, in that it has given us the chance to also learn about health care systems in various other countries. These are high-level, highly motivated leaders from their country, and we feel privileged to be able to work with them and to share with them the health care system in our country.

SABIT: Have you formed new relationships or identified other opportunities as a result of SABIT Group Program?

WS: Yes, we have. We are now beginning to work in Georgia. We met five individuals from Georgia that were part of a SABIT delegation, who have agreed to orient us to their health care system when we arrive in Georgia, and to connect us with people that can assure that our future projects are sustainable.

SABIT: The Leadership Development Conference is a very interesting example of World Services building on the relationships formed through SABIT to expand your activities in the region. Please

describe this Conference, its origins and its results.

WS: The Leadership Development Conference came out of a number of programs, one being the SABIT Program, where there exists a network of alumni that have been to the United States. And in order for them to continue to develop and have relationships with colleagues that can support them in their leadership roles, we have conducted additional leadership training. Again, we used very interactive methods, and discovered that people as they participated in those conferences found it very rewarding to work in a group with colleagues, who also had been previously trained in the U.S. It reinforces what they learned. Also, they were participating with colleagues in Russia, which gave them more incentives and more skills to take away and use in their own communities.



Sandra McCormick is President and CEO of World Services of LaCrosse. Visit them online: www.worldserviceslax.org

Commerce Program Promotes Good Governance in Emerging Markets

Elizabeth Ramborger

Good governance, a topic much in vogue today, is often discussed in relation to corporate scandal or compliance with global standards. As a businessperson, you may be struggling to understand what this concept means, and how your organization can realize good governance.

The U.S. Department of Commerce's Good Governance Program seeks to promote market-based commercial environments conducive to trade and investment. The Program provides resources and training, and engages in grassroots initiatives with business organizations in 11 countries across the Caucasus, Central Asia, Central and Eastern Europe, Latin America, and Russia in the areas of business ethics, commercial dispute resolution, corporate governance, and intellectual property rights.



Participants in a Good Governance training session in Tbilisi, Georgia discuss business ethics in their region.

Good Governance Makes Good Sense

Governance refers to the process of setting policies and procedures to guide employees and agents in fulfilling organizational goals and objectives, and includes disciplines such as business ethics, corporate governance, and corporate social responsibility. Good governance entails responsible and ethical governing by both the public and private sectors. Business Ethics, which describes an enterprise's commitment to a set of core values and principles that guide daily business decisions and conduct of employees and agents, is the most relevant and universal aspect of good governance.

Unsurprisingly, there is a growing consensus among industrial and emerging markets alike that economic success comes to those that adhere to principles of good governance.

First, we live in an increasingly interdependent social and economic environment. Business has an ever-larger impact on society. Recent stories of corporate scandal—Enron and Parmalat, for example—illustrate that business decisions have far-reaching consequences. Parmalat represented one of the largest financial frauds in history, affecting 36,000 employees in over 30 countries.

Second, economic integration (or globalization) brings both increased opportunities (new markets, new partners, and new technologies), as well as challenges, including increased competition for global capital and aid. In order to participate successfully in the global market, good governance is essential to develop a competitive edge. Lack of transparency and accountability in business transactions, procurements, and business regulations quickly drives capital to safer havens.

The Bottom Line

Adherence to ethical business standards brings a number of benefits, such as: access to capital, credit, foreign investment, and foreign aid; increased profits; and sustained long-term growth. Since the 1970's, researchers have sought to quantify the effects of ethical behavior on business performance. A study by the UK Institute of Business Ethics in 2003 showed that businesses committed to responsible conduct excel in risk management and exhibit more stable earnings. Of 28 large companies studied, the ethically committed group exhibited 18% higher profits over a 2-year period.

Enterprises have different motivations for embarking on a course of good governance—maybe you're a small or medium-sized enterprise seeking access to capital, or a large company conforming to a multinational partner's way of doing business. Either way, business ethics is part of an overall strategy to compete successfully in the marketplace. It's a tool that can help manage risk, attain goals, satisfy customers, and realize profits. Responsible business conduct promotes reliable, predictable, and efficient business transactions that help develop healthy, sustainable relations that allow enterprises—domestic and foreign alike—to conduct business effectively.

There are a number of actions you can take to establish ethical business conduct, either individually or collectively, including: urging government to safeguard the rule of law, working with civil society groups to raise and sustain a dialogue on business practices; and developing ethical alliances. Finally, businesses and associations can establish codes of conduct and business ethics programs. The Good Governance Program offers a number of resources to assist companies to this end.

New Business Ethics Resource

The Good Governance Program is pleased to announce the publication of Business Ethics: A Manual for Managing a Responsible Business Enterprise in Emerging Market Economies. Designed as a resource guide and training tool for enterprises operating in countries that have just recently transitioned to a market economy, Business Ethics is also useful to decision-makers in organizations of any size seeking to design and implement a business ethics program that conforms to global standards. Russian and Spanish language editions of Business Ethics are under development.

In noting the publication of Business Ethics, U.S. Secretary of Commerce Donald L. Evans remarked that "a fundamental ingredient of any successful market economy is respect for basic human values: honesty, trust, and fairness. These values must become an integral part of business culture and practice for markets to remain free and to work effectively." Changing your corporate culture and improving a country's overall business environment may be a daunting task, but it need not be tackled alone. The Good Governance Program is confident that Business Ethics will prove to be an invaluable resource for your efforts to operate in accordance with modern standards of good governance.



Visit us online: www.mac.doc.gov/ggp Business Ethics is available for purchase from the U.S. Superintendent of Documents, <http://bookstore.gpo.gov>. Call toll-free 1(866)512-1800. Stock number 003-009-00731-3. \$49.00 per copy, post paid. The book is also available online at www.ita.doc.gov/media/Publications/ (2004; xxv, 347 pages; ISBN 0-16-051477-0)

Ambassador Vershbow Meets with SABIT Alumni in Siberia

Darya Kolesnikova

As part of a week-long trip to Siberia, U.S. Ambassador to the Russian Federation, Alexander Vershbow, met with SABIT alumni in Krasnoyarsk on September 8 and in Novosibirsk on September 10. Alumni receptions, organized by the Public Affairs Section of the US Embassy in Moscow, provided approximately 100 alumni from various U.S. Government exchange programs in each city with an opportunity to meet the Ambassador and members of the Embassy delegation and discuss their exchange experiences and other issues of interest. In addition to meeting with the Ambassador, SABIT alumni had the chance to meet with other exchange program alumni in the region, expanding their network of contacts and contributing to local alumni community development.

Since 1990 SABIT has trained over 3,300 managers and scientists, who now comprise an extensive network. Through the frequent alumni



Ambassador Vershbow presides over the opening ceremony of the Internet Access and Training Program Center in Novosibirsk.

events organized by SABIT's overseas staff, individuals from different programs are given a chance to meet and discuss new business opportunities. In a recent survey it was reported that 60% of SABIT alumni have established a business relationship with other alumni as a result of their SABIT experience. (see story on page 1)

In Novosibirsk, the Ambassador participated in the inauguration of Russia's newest Internet Access and Training Program (IATP) Center at the Akademgorodok branch of the Novosibirsk State Scientific Library. Ambassador Vershbow



Alumni from USG exchange programs, including SABIT, gather for a picture with Ambassador Vershbow in Krasnoyarsk.

described the center as an important resource for U.S. and Russia cooperation on education and science. Local press covered the event, and assembled guests, including exchange alumni, library and university representatives, and regional authorities toasted the center's opening.

At the IATP Center in Krasnoyarsk, SABIT alumni Viktor Plynin shared his experiences from the recent Airport Development program, which provided a one month-long training program for a group of 17 managers from airports and transportation ministries from across Eurasia. The program created a forum for technical assistance designed to encourage improvements in the aviation infrastructure in Eurasia, while also providing U.S. companies a unique opportunity to be involved in Eurasia's transition to market-based economies. Mr. Plynin, the Director of the Krasnoyarsk Airport, also discussed opportunities for alumni cooperation and the resources that are available to SABIT and other USG exchange alumni.

SABIT Alumni
Visit our Russian language website
www.sabitprogram.org

Event Announcement

2004 CIS and Eastern Europe Business Forum

The University of Arizona is pleased to present the 11th annual CIS and Eastern Europe Business Forum to be held at the Hilton Tucson East on November 5 and 6, 2004.

The forum will provide an up-to-date analysis of political, economic, and legal aspects of business ventures in the former Soviet Union as well as Eastern Europe and will present case studies of successful American businesses and strategies for success. Representatives of various government programs that support American business ventures in the CIS and Eastern Europe will be present to answer questions. Join them for this unique opportunity to get the expertise of highly qualified professionals in academia, government and business.

To print the brochure, registration form, and view past proceedings, visit them online at <http://russian.arizona.edu> or contact Roza Simkhovich at roza@dakotacom.net.

SABIT Success Story

SABIT Reports FY04 Success

Tanner Johnson

In fiscal year 2004, almost 100 SABIT alumni reported success stories as a result of their SABIT training. While SABIT measures success in many different ways, slightly more than 40% of these reports involved contracts signed with American companies, either for direct equipment sales, the establishment of new representative offices in the former Soviet Union, or other types of joint venture agreements. Through participation in SABIT programs, U.S. companies generated a total of \$27.5 million in export revenue or investment in the Eurasian markets in fiscal year 2004.

These results reiterate the tangible benefits of SABIT specialized and grant training for U.S. companies interested in further developing their commercial ties to Eurasia.

Please visit www.mac.doc.gov/sabit for more information on SABIT opportunities in the upcoming year.