

English Transcript

[Mykola Yabchenko] Hi to all! Welcome to the new episode of the podcast “Chats with STEMInists,” a joint product of UNDP and UNICEF in Europe and Central Asia. Here, we communicate with people working to advance opportunities for women and girls in STEM fields – science, technology, engineering and mathematics to share their ideas about transformational solutions for lasting change. If you thought you heard an unfamiliar man's voice and are worried about what happened with regular podcast host Tiffany Sprague, you are not wrong, but there is no reason to worry. I have the pleasure of hosting today's episode. My name is Mykola Yabchenko. In the project group from the democratic governance portfolio of UNDP in Ukraine, I am a contact person on gender equality issues. We are recording this episode in Kyiv. However, this episode is unique not only because of the new host or location but also because of unique guests.

Today, we are happy to chat with two incredible specialists from the Ministry of Digital Transformation of Ukraine. It is the key institution responsible for digitalization policy in Ukraine, and the products of the Ministry of Digital Transformation are widely known abroad. You must have heard of Diia [“action” in Ukrainian]. It is a mobile application and a platform with electronic services. This is an electronic passport in a mobile application, which is legally wholly identical to the physical passport, for the first time in the world. These are all products of the Ministry of Digital Transformation. And behind these achievements is the extraordinary work of exceptional specialists, like our guests today.

This is Maryna Bobranitska, Head of the Department for Systemic Development of Administrative Services at the Ministry of Digital Transformation of Ukraine. TsNAPs, Centres for Administrative Services Provision, are offline institutions that provide citizens with almost the entire range of administrative services from the state. Along with Maryna today we have Valeriia Tkach, Deputy Director of the Department for Electronic Services Development at the Ministry of Digital Transformation. Valeriia oversees the entire process of developing state digital services until their launch on the Diia portal.

Maryna, Valeriia, greetings!

[Maryna Bobranitska, Valeriia Tkach] Hello!

[Mykola] Let's start with professional experience. Today, you are one of the key specialists in the ministry, and each is responsible for your direction. Tell me, please, perhaps with some simple examples, what exactly do you do, and how does it affect end consumers, the citizens of Ukraine?

[Valeriia Tkach] As you already said, my field of activity is related to the portal of electronic services. At the moment, I am engaged in both initiating some projects, and picking up on the initiatives that are brought down to us by the senior management of our country. It can come from both the president and the prime minister, or we develop initiatives purely from our ministry. This is Mykhailo Fedorov or Oleksii Vyskub. We pick projects up and begin to analyze them somehow. And then it grows into services for all Ukrainians.

[Mykola] Thank you, Valeriia. Maryna, please.

[Maryna Bobranitska] The Diia portal, the Diia mobile application, and electronic services are our main and key digital instruments, roughly speaking. And we are in the system of executive bodies, central executive bodies; we are probably not the only ones. This is a new formation of state employees; these are new approaches, and this kind of work is sometimes 24/7; I am not saying that others do not do it in our conditions of the full-scale war, but still... That's why I wanted Lera [Valeriia] to start because, after all, the ministry is about electronic services, a mobile application, speed, and digital.

However, we are a fairly inclusive and non-discriminatory body; that's why we do not forget about the offline sector. And, actually, I am the person who is responsible for it. In general, it is my main task, first and foremost, to overcome the digital divide when someone comes to us to seek help. Often, our services use professional language, but for us, when clients come to the Administrative Services Centre, they might not be experts on this language or the topic; they just need something due to their circumstances. In fact, they may not know about normative legal acts, and they may not follow any news in the ministries. For example, someone could come who is a veterinarian who works with animals. He might have some digital skills or is starting to learn them. There is a device, usually. Our task in the offline sector, in the offline space, where he has come to seek help, is generally to give him this opportunity to go online. Thus, digitalization is shortening the gap and digital barriers, thereby increasing digital education. And we already work with those people who really don't have a device, can't get one, or just like to get [services offline in case they] don't have enough trust, for example, in an online tool. It is with these types of people that I work.

So, I, Maryna Bobranitska, Head of the Department for Systemic Development of Administrative Services, am the person who cares for and is responsible for the development of the offline sector of providing administrative services precisely through TSNAPs, through these Centres for Administrative Services Provision. My task is to physically equip them in a barrier-free, inclusive, modern, and convenient way for people. I also create such an offline space in each community so that people do not drive, go, and do not worry about the fact that they should undergo any expenses because the state forces them to receive any references or any confirmation of things like their identity. Because often, a service is received not only because you want it but because the state initiated it, and orders that some facts need to be confirmed.

So that this does not happen and so that this inclusive approach to the administrative services provision is maintained, we create such offline spaces, which are called TSNAPs. We modernize them, of course, because they must be available in sufficient quantity popular services. There is a certain amount, which no one walks for, but they [centre administrators] have to understand on the spot, what is popular with them, what their residents need, especially in local services, not nationwide. Because we also have local services, which are guaranteed to a person who lives in a certain local area by the authorities, and it is clear what to do qualitatively. This is the training of administrators, those people who are providers, and of course quality work. This is both monitoring and assessment of the quality of services, which is carried out in TSNAPs, and professional development of personnel themselves.

We have a lot of processes started in spaces, and the main thing is that when Lera starts a service on the portal, my task is to make sure that TSNAPs' administrators could also provide such a service to people through the portal, so that they have appropriate access, understanding of the procedure for providing these services and, in general, of that process algorithm. So they know how, where, what. Because these are also people who can't always pick up a digital tool right away. My task is to teach them, to make the execution easier for people, so that they do not go, do not send them to different offices of subjects of Administrative Services Provision. So, actually, this is what my work is about.

But, of course, in our reality, the restoration of such spaces came first. Because a lot was damaged, a lot was destroyed, and a lot of equipment was stolen. And, of course, all the funds we could provide from the state budget to support this area went to the defense capability of our state. Thanks to partners such as UNDP in Ukraine and other international technical assistance projects, those resources are used to rebuild offices in our territories. It can be mobile structures or modular.

Now, we moved on because we realized that there were people in the de-occupied territories who could not even leave those territories. Now, they don't have access to quality public services, but we have to provide them with the minimum in a mobile tool, taking the case, the car. A social worker and administrator of a TSNAP can go together and help an older person or a person with reduced mobility

who cannot use transport and go for a service. After all, although not the entire list, we can guarantee some services delivered right to home.

[Mykola] Thank you very much. I would like to hear from you briefly, about a number that you are proud of. I remember that two years ago, when our project started working, my colleague Olia Matiahina had to send a thousand TSNAPs printed materials. How many are there now after a year and a half?

[Maryna] Look, we have more than three thousand access points. These are Centres for the Provision of Administrative Services. It is clear that every one of them has its own territorial subdivisions and remote workplaces, which are more than three thousand. And about four thousand points, that's if also counting elders, because we also hope for these people, because the director in a district can by law provide – and must provide – notary, registration services, and the other main services that are needed by persons in a village, in a settlement, not even in a community, because a community can count from [some number] and to [another number] settlements.

Therefore, the number I am proud of is 3,000, plus access points of the Administrative Services Provision.

[Mykola] And there are also mobile TSNAPs that can go far away.

[Maryna] Yes, unfortunately, part of them were stolen. There were about 30 of them, but now only about 11 work. Stolen, destroyed. People who worked in the Chernihiv region from the first days of the occupation sat in basements and tried to work and give me information about those [offline] points of theirs. They were already accepting reports of damaged property. So, when Lera launched a message about damaged property on the portal, we immediately let TSNAP administrators there so that those people who just came and said, *'I see my house is destroyed'*, from their words, they [administrators] could inform the state. In this way, we could at least fill in and understand the scale of our catastrophe, what we are dealing with, and how we will try to cope. And, in my opinion, we are coping. And that is cool because each person is in their place.

And we also have Diia.Centres. These are the centres of the new formation. They have the same appearance. The idea was that we have all fronts recognized in communities. That is, we go to one, the second, and the third and see Diia.Centres that all look the same. We have employees in the form. This is such a customer-oriented, people-centric offline space. We already have 55 Diia.Centres, and we will try to modernize existing in them as well. This is very cool. Here in Odesa region, in Tairovo, we opened such a Diia.Centre on Friday literally for subvention funds from the state budget, which were provided in 2021. The community tried very hard there. Very cool. Citizens and inhabitants came. All felt that now they have a great space where you can charge your phone, learn about everything that interests you in state guarantees, and obtain a service. Children can play in a play corner; a child can be left here. Restrooms for people with a disability. All information about the portal. Here, you can install an application, [administrators will] help [you] if you don't have one. There is a self-service corner where you can find what is on the services guide or what is on the portal we can get. It is absolutely a space for people to communicate. You can come there, drink water and tea, talk to the neighbors about what local guarantee he or she has, and I don't have, and then distribute such information. This is a solution for people. We build up social capital in this way.

I believe that not only those who provide the service should learn customer orientation, but also those who receive it. Because often, we have complaints that a person has not yet sufficiently understood a question, and he or she simply has a reaction that he or she was not given a service and usually has such a negative reaction. We work with such evaluations and try to explain to the people receiving services, why this happens like this. That's why I'm proud of the people I work with.

[Mykola] Thank you, Maryna. Valeriia, do you have a number now?

[Valeriia] Number of the day?

[Mykola] Perhaps users, or how many services?

[Valeriia] I think users and services. We have, for example, those that we are talking about the portal; it is about 20 million portal users. And somewhere, probably more than 2 million – these are individual user accounts – these people who constantly use online services. Mobile [application] as well – 20 million of us, I think, if I'm not mistaken, 20 million users. More than 150 services are online.

[Mykola] Thank you. Please, tell me, what is your education, what specialty? Did you work anywhere before the Ministry? If somewhere, it is interesting.

[Valeriia] I will tell. I'm running back a bit, starting from school, when a person understands where she wants to work; I am a very non-standard person in this regard because I really knew what I wanted to become, and in the 10th grade, I chose what I wanted. At first, it was journalism, and I dreamed of becoming a TV presenter on the Inter channel. If you remember, there was such a school Inter, and I really wanted to. But then I transformed, and I enrolled in Political Science. I graduated from Odesa National University, named after Mechnikov, Faculty of Political Science.

And why exactly political science? Because I wanted to work for the government even then. I liked it, and it was utterly unusual because my mother looked at me and said, "What is political science?" She told me, "You're such a pretty girl. Why political science? What do you need it for?" I said, "Mom." It was hard to argue with me. So, I applied to one university, to one faculty. I brought the [diploma] originals on the first day of the enrollment campaign. They looked at me and said, "Girl, are you absolutely sure that's what you want?" I said, "Yes." And that's it. I was enrolled, and I studied.

In the third year, my life turned out in such a way that I got to the Secretariat of the Cabinet of Ministers, and I worked in the reception room of the Deputy Minister of the Cabinet Ministers. And that was my first experience of working in the state body itself. I graduated from university and started the Master's programme at the Kyiv-Mohyla Academy. And there was a specialty in Public Management and Administration. For those who don't know, this is purely public service in the literal sense of the word. And I like it. I wouldn't want to change anything for some other profession.

When I studied in Mohylianka [Kyiv-Mohyla Academy], I already had a bachelor's degree, and I had the opportunity to join the civil service. There is already a barrier: you must have an education. I just happened to be at the moment when there was a reform in the civil service, and it is still ongoing; reform experts initiated it. These are the first ones. I got there in the very first wave, and they were taking people. Everyone knows that there are people in the civil service who have been sitting there for 20 years, and they say, "We have survived all Prime Ministers, and we will be here when no one is around." And to get there as part of ...the new generation was something complicated. I applied for competitions three times. Twice, I was sent home in the last stages. By the way, the one before the last competition was tough because there was an interview, a situational task, but oral. And you come, you enter the room, and 15 such men are sitting there. People who have been there for about 30 years...

[Maryna] They were sure that you wouldn't say anything about him, weren't they?

[Valeriia] Yes. Like I was at that time... How old was I? I will tell you now. I was 22 years old, and I joined the civil service. Yes, I was 22 years old. And I... Or 21? 21, probably. Probably 21. And you go to the office, and you are like this... After university, and there they ask you such questions. "So, tell us, what do you want?" And it wasn't easy. I was "kicked out." And then, I was told that only men had passed that stage. Well, like, formed...

[Maryna] That's what they had very hard, and they think, yes...

[Valeriia] It's not even that I was that smart.

[Maryna] It won't be easy for you, beautiful girl.

[Valeriia] There were all men eventually, but I am glad I was not selected then. My third competition was the State Agency for e-Governance. And I passed. I remember that we had already been working for six months, and we, all experts, had to interact among ourselves. I realized that later, the secretarial administration was disbanded because they didn't recruit people; people worked for six months without pay. And I think it was probably a sign, and it's good that it happened. And that's how I got into the State Agency for e-Governance.

[Mykola] Thank you. Maryna, what is your specialty?

[Maryna] My story. I am a finance specialist by profession. I had been working in finance for ten years, even eleven, because the first year I worked in the company – I made a business plan. I was interested, but then again, I'm not like Lera. By the way, you chose us so well as heroes because I'm like Hamlet, "To be, or not to be," but Valeriia, you see, she says, she clearly knew that she wanted to go there, and went there, and did not diversify even her own risks. She went with the documents and brought the originals and everything to the reception room. That's why it's cool. It is a little bit different for me because, well, probably, first of all, we are all different. Because of the character, some life circumstances, and your social role, I don't know. So I worked and went to work for the government, as I already said, to the Kyiv Regional State Administration.

[Valeriia] And I wonder why the state authority?

[Maryna] Because, first, when I got there, it was a long time ago, and I won't say when it was! It was a long time ago. There were challenging times in the country, especially for women who sought to combine social roles – of a mom, a wife, an employee, an expert in her field.

The state body provided social guarantees that protected the woman in this respect. I won't say it was the main thing. The main thing, after all, was a vacancy for a finance specialist. I was engaged in providing financial resources to the financial bodies of the region. That is, there were such financial management units at district state administrations. In the Kyiv region, there were 25 of them, and I worked on financing them, making a budget plan, a plan of budget utilization, and accepted reports, i.e. all financial work that is without salary calculation of the apparatus, but actually with those territorial subdivisions, which we coordinated. That was my job.

In the administrations at that time, very established rules existed; I tried to meet them but still felt discomfort. Well, then, for example, compared to the present, as now I can write to our manager, make an appointment, write to him, communicate, and voice my problem. It would be good if I had a solution to this problem to discuss and to go on, to work calmly, using the resources that I have been granted. Fifteen years ago, I did not have such an opportunity at work. I should have been within the frame: Do not enter the manager's office through the manager, i.e., a higher position. They did not understand why I voiced any problems; why did I even have those problems? So, such situations were at work in my life.

Therefore, I have already done everything at this job at two o'clock in the afternoon. And I have a question, let's do something further. Then, well, people didn't have to do anything. And I began to look for such opportunities for self-development. There were no such podcasts back then, no Diia. Digital education and all that. That's why I followed the transformation of state authorities. In 2018 or 2017, the State Agency on e-Governance was formed, and I decided that this was a new breath in the system and it was necessary; if I was interested in it – and it was immediately interesting – I needed to go and find out. And, of course, I was immediately interested in this IT world. Because of the State Agency, these were the first steps towards the digital formation of the government.

[Mykola] Look, I have a question that concerns the civil service and women. There are statistics that the National Agency of Ukraine on Civil Service published in the spring, and, in principle, it seems it

does not change from the statistics that were there ten years ago. There are positions of categories A, B, and C. In positions of category A, only a third are women. In positions of category B, men are only a third, women 70%, and only 20% of men hold positions in category B. This is actually a well-known inverted pyramid, that the higher the position, the fewer women there. What do you think? Why did this happen? Why do women stay in these grassroots positions, and why do so few reach the mountain top?

[Valeriia] Can I start?

[Maryna] I think our thoughts will coincide perfectly now.

[Valeriia] I will tell you that it is not only in Ukraine. It's all over the world. And why? Because, and now a little flashback, when I studied political science, I wrote my Master's thesis on women in politics of the USA. I had to read a lot of literature about Hillary Clinton, and as you can see, America still has male presidents. And what is the deep answer? In fact, women themselves are afraid to go to management positions.

We have a lot of women CEOs. The key story is that women, on their own, build the ceiling for their development. The thing here is not that men do not give them opportunities but that often, even when you sit, they tell you, "Here is a promotion for you." What goes on in a woman's head and a man's head? A woman will think, "Will I manage? I have two children, who will take them to school? If they get sick, what will I do? I probably won't be able to," and they refuse. What's in a man's head? He will almost immediately agree, but he also has children and family life; he knows that household issues are not painful for him because he knows that he has a great woman who will manage everything, and when his children are sick, he does not worry about children, because everything will be fine, everything is under control. And a woman has a hundred or five hundred thousand questions, some fences, which she built for herself because perhaps there is no such problem. Maybe she has a cool husband, maybe she has a nanny, well, like, some kind of help. And she creates it, this ceiling, herself. This is the first such answer.

The second answer is, indeed, how are teams formed in our country? This is not a secret for anyone, as it is in America. How are the elite selected? They come from universities. People who once worked with them. Such a conventional network system. If you look at it, there were all graduates of Yale, Oxford, and so on; these are the types of graduates who now...

[Maryna] Such a club thing.

[Valeriia] A club thing, really. Why is the political elite in America so stable? Because there are no, sorry for the Russian language, *unwanted* [in Russian] people. Because there are mostly system people. And even when people like Trump come, America doesn't fall apart because the system of checks and balances regulates it all. Even if you get to that point, some kind of weed has grown, and a bunch of other people will suppress these weeds because they can cause the destruction of the system. What am I leading to? Because in the same way, men came to power, who did they pull up? Their immediate environment. They communicate; men with men communicate mostly, and they pull each other up. At some point, women appeared there. But, given that it is mostly a man's business, politics, and so on, from the very beginning, it happened: men occupied the highest positions; they attracted men. Sometimes, women appeared. This is the 20% we are talking about. In the middle school chains, because women knew that it was not a very big responsibility, I could handle it; I could be in this position and still be a mother, a wife, and so on, to develop myself somehow. And so my answer to that question is, why is that?

And this, you know, is not bad, not good, in my opinion. It's just the way it happened. And I can say that in recent years, the government has rejuvenated very much, and there are many more women. But this 20% is the same as in countries of Europe. 25-30% in European countries. 50%, by the way, in either India or Africa, they have 50-50. Well, sort of. It is my answer.

[Maryna] Yes, my thoughts coincide with Lera, that's for sure, but I want to add something of my own that I have cared about all my life. A combination of woman's social roles. It happens that you understand that a woman's path does not look like: she has been going somewhere, did something, and then suddenly a thought occurs like, "I want to be a manager," and she becomes a manager. She also goes along these career steps. And while overcoming these steps, she performs other social roles. Mothers, wives, daughters, and so on. A woman who is usually responsible and knows very well what she wants to do is usually responsible in all areas of her life and in the social roles she represents. That is, she can't be like: "Ok, a report I'll do well, but the baby I'll feed so-so," do you understand? She does everything, in my view...

[Valeriia] She tries.

[Maryna] She tries. We do not say we do not idealize all people. She tries to do everything in high quality. And while she is developing, this social role is established. If the structure in which she works cannot apply flexible approaches – to work from home for childcare, or a kindergarten in its own space. We have short maternity leaves, and so do Europe and America; women come back to work quickly, adapt, and do not linger for a long time; there are psychologists who help them. This is all the work of an institution and, in fact, that manager who sets up that work for his employees. That is, I will immediately tell you how to solve it. It happens that a great nursery at work will motivate a woman so much that she will become a manager in a month because she will be calm for her child, she will like everything there, she will not be standing and waiting to see how her child is doing. She will work quietly, knowing that her child is safe, that she is within easy reach of her, and that everything is fine.

This is the first. That is, to help a woman combine social roles, whether it is a large corporation, even the state, or a corporate sector. I think that it is not a problem to give such an opportunity to a woman. Because while she juggles these social roles, she grows as a professional. It does not happen in a second, in a day, or in a month. While she grows, she either loses this potential and that's it, "I'll be the boss," or anyway, it falls, do you understand? And that's why there are fewer of us in the leadership. Because a manager is a person who clearly must know the entire business process that she leads, she must know every little thing and try to innovate in her field inevitably. It is not just about sticking with what you're given. Do you understand? It must evolve. And actually, it is a combination of social roles.

And, of course, at this moment, I think we will overcome it anyway. Now, a lot of information, promotions. I have two daughters; they absolutely do not think in the same way as I did in my time. School education now is very much like this: do whatever you like and develop yourself. You shouldn't say that I will only go to that job that is "suitable," – not "suitable," how to say? – acceptable to my family, for example, or that will bring money. After all, they are already girls of a new formation; they follow their callings and their interests. They can be creative; they can be anything. And this is the main thing – to add available information for those girls who can study there, for example, in Europe, and those girls who are currently studying in Ukraine. They all typically have access to all information and can learn online, develop, and use all available tools for this. And, when we still work as performers, a lot depends on who we work with as these performers. There is something that a manager regulates that builds a ceiling for you. Then you make a ceiling for yourself, and you say, "Yes, I can do that, I know how to do it – that's it. I'm not given more, and everything is fine. I work like this. But maybe someday it would be cool if I could make this task more innovative and develop it to some cool scale."

[Mykola] Thank you. And as a person who, after all, is also interested in several things in gender equality, I noticed, for example, if it is accepted in society, that a child is, first of all, a responsibility of a woman, for example, then when a kindergarten is open until six, and the kindergarten is near the house

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[Valeriia] This is my favorite topic.

[Mykola] And the woman works in another part of the city, so she somehow needs to leave work early in order to have time to pick up the child from kindergarten. If a woman excuses herself from work every day, then, most likely, she will not be seen as someone who can take on an additional workload, as management is always considered to like someone who does more.

[Valeriia] Kindergartens are a separate topic because I communicate with women who now, like first graders, go to public schools, and I say like, “Until when do you work?” and she says, “We have, for example, a group that has an extended day. It lasts until five.” I say, “Look, the state of Ukraine, a public school. I have a question: how can parents pick up their child at five o'clock if the working day lasts until six in the evening?” That's why I have a question, then do it somehow, well, why is it not enough, you know, that's how to get down from heaven? And then she says the second phrase, “And in winter, [we work] until four because it gets dark earlier.” And I say, “So what? Does the transport stop working?” And of course, I tell you that understanding, it should be somehow different, is not enough. Really. Either at the local level or at the state level.

[Maryna] A woman is forced to make this choice because I reduced my working hours by two hours a day with the first daughter every day – and received a lower salary, because I shortened my working day, of course, to make time to do all.

[Mykola] Please tell me. It seems that this year, the Women Leadership Programme that UNDP conducted was held.

[Maryna] Oh yes, it seems this year – it was unforgettable.

[Mykola] I think it started last year. At least, that is how we planned it in advance. Was this programme, which UNDP did with the support of Sweden, useful? If it was, then with what? Maybe some of your reflections on what has worked, what would you recommend do better? Are such things even necessary?

[Maryna] You invited us with Lera as women leaders from the Ministry of Digital Transformation. But we have not finished our own leadership yet; we have not finished. I believe that a person should learn all the time. We have to learn all the time. Such a programme as the Women Leadership Programme from UNDP was aimed to show us how, first of all, another country is working somewhere on the same issues of the country's development and learning. That is an exchange of experience and communication. We got acquainted with each other among ourselves. Because we work in the same body, but we all are in our own tasks. So, this communication, this exchange of experiences, is used to see how everything is set up in another country, in this case, Great Britain. First, we are from Ukraine, and we felt that we were a force in another country and that we could showcase, even give an example, that we have something to say about ourselves. Nobody turned off these air siren notifications. So, we all showed that we were from Ukraine, and we united very much.

[Valeriia] When we arrived there, I am simply from 2018 in Agency [State Agency for e-Governance], and for us the GOV.UK strategy was as a dream. An example. And here we came, and they looked like this and say...

[Maryna] We were very proud of this product.

[Valeriia] Yes. We have already come forward so much, and we made such a quantum leap, as I say, and they say that you learned from us, and now we will learn from us.

[Maryna] Lera presented the Diia portal, the mobile application, and colleagues from their structural division, ministry, so to speak, we are engaged in digitization, they said, “Cool, great.” And it inspired us, you know? After this trip, I came back even more motivated to work.

[Mykola] Let's have one last question. If there was an opportunity to give advice to one's self, the one who started...

[Maryna] Don't be afraid. Do not doubt. And develop and build on this, do you understand? I had, specifically in my case, fear and doubt. Why did I ask Lera? Because I always had questions about whether I should devote enough time to my husband and children.

[Mykola] Thank you, Maryna, thank you. Valeriia, your advice to yourself?

[Valeriia] Advice to myself. First, delve into what you are doing. I recently heard such a great piece of wisdom: We have many people, and there is a routine. The key idea is that when you delve in... In order to become a professional, you need to go deeper. When you get into that routine, a lot of people burn out because there is no way without a routine. And when you've reached this routine, don't stop because you've almost reached professionalism. I really caught it now because Maryna and I are not just on top of things, but we know processes deeply and how they are built. This is about height. When you take some sphere, you go deeper, you achieve professionalism, and then you develop. You know every process completely; you can teach it because it is essential to teach people. I am leading to the point that, probably, a piece of advice is to go deeper, not to be afraid of routine, and try to manage the routine. I also want to give another piece of advice – to listen to yourself, which means what? There are people who, for example, somehow imagine some process. Any process – upbringing of children, relationships with a husband, and so on. And there will be a bunch of other people who will whisper to you that it is all bullshit, it won't work like that, and so on. But if you have the strength and the confidence that it will work, don't listen to anyone. That's like that: go, finish, and it will be yours.

[Mykola] Thank you for your advice and, in general, for such an inspiring conversation. I hope that our listeners will also appreciate it. Thank you very much.

[Maryna] It was very nice to meet and talk to you. All the best to all!