



**Kerrin Mitchell:**

Welcome to the Untapped Philanthropy Podcast.

**Tim Sarrantonio:**

We're your hosts, Fluxx's Co-founder Kerrin Mitchell and Neon One's, Tim Sarrantonio. We've spent our career learning how to leverage technology and data in the social sector to better connect and serve our collective causes, constituents, and communities.

**Kerrin Mitchell:**

In this podcast series, we profile leaders, public figures, philanthropists, and industry experts to explore the fascinating intersection of funding, technology, and policy. We're here to analyze the most formative topics and trends that shape the present and future of philanthropy.

Hey, hey, listeners. We are truly honored today to share our podcast space with Victoria Vrana. She is a critical leader in philanthropy, pioneering efforts for women's rights in post-Soviet countries through the nineties. She then was leading partnerships at the Gates Foundation and she is now sitting at the helm of GlobalGiving as their CEO, and that's a wonderful partner of ours at Fluxx too. So a little plug and excitement around that partnership for us. But Victoria has been a critical force, obviously, in fostering innovation and community led change over the many, many years she's been a part of this. We wanted to bring her on today to Untapped Philanthropy to be able to talk a little bit about some of the projects that they're looking at and some of the most important work that's happening over at GlobalGiving. So Victoria, welcome to Untapped Philanthropy.

**Victoria Vrana:**

Thanks so much for having me.

**Kerrin Mitchell:**

Absolutely. And I know that while you and I have now gotten to know each other in the relationship we have, obviously with Fluxx and GlobalGiving, a lot of our listeners probably want to learn more about you, including Tim, who you just met as well. So Tim and listeners, could you briefly, maybe you could briefly introduce yourself to our listeners, sharing your motivations and what you're proud to stand with?

**Victoria Vrana:**

Sure, I'm happy to. So as you said, my name is Victoria, Victoria Vrana, and I'm currently the CEO of GlobalGiving. And the thing that motivates me and really has motivated me my entire career is changing the way that those on the front lines of positive social change are supported. Our system does not function well for those who are doing kind of the hardest work in the world, in every cause area, in every community, in every country. And I want to improve that, and I want to make sure that those leaders and those change agents have the resources that they need. I'm super excited to be doing that at GlobalGiving now, but I really think it's been a constant through so much of my career.

**Tim Sarrantonio:**

I mean, that's really exciting to hear, and I've long respected the work of GlobalGiving kind of at a distance. So to be able to have a conversation with you about that work and some of the new things as well is exciting. But I'd love to actually go back a little bit and learn more about you, Victoria, and what's



your origin story, if you will, that inspired you to get into this work even before the things that you were doing at the Gates Foundation or GlobalGiving? What's the thread that connected that is there, that single unique generosity moment that started this journey for you?

**Victoria Vrana:**

Yeah, sure. Well, so I mean in back, in the beginning as all of us are, I was so shaped by my family. And my father was in the military, my mom was a public health nurse, so just kind of public service and that kind of service and duty to your community was a core value for us. And then when I was in about junior high, I had two big sisters who were off at college and they would come home and lecture me to no end, as big sisters do, about the things they were learning out in the world. And really the core, my kind of change agent passion started around human rights. And this was the eighties. So it was the time of Human Rights Now tour and Bono and Peter Gabriel. And just from an early age, the idea that everyone is entitled to the same basic rights no matter where you are, no matter what country, what government, what economic level you're at, we all should have these human rights.

It just struck a chime in me. And then of course, you quickly begin to learn how that's not happening everywhere. And so I became a member of Amnesty International when I was super young, like 10 or 11, again, totally influenced by my sisters. And so my time and my money were spent on Amnesty in a charitable volunteer way. And one month they sent home the packet in the mail. This was all by the remember eighties. So you get the thing in the mail, this month's mail package, and it said, start a chapter in your town. And so I photocopied the flyer and I put it up at the library. So at this point I'm like seventh grade and I invite anybody who cares about human rights to come to my house, I put my address up there and I'm going to have this meeting that I'm following Amnesty's playbook by the letter.

And so all these people show up at our house and my mom is like, go away. Who are you people? And so I was thwarted in that early effort, started a chapter in high school, intern for Amnesty that brought me to Washington DC long, long, long ago. And so that's really kind of my origin story in the change-making space. And then when I had my first job job, paying kind of job, at the network of East West Women, the Women's Rights organization, you referenced women's rights or human rights, that's when I was like, wow, this system doesn't work very well. Because I was working with thousands of NGO leaders in 38 countries and none of them had what they needed. And it's not just money, it's support, it's networks, connections, openings, all of these things. And they were doing such amazing work. And so that propelled me into the like got to change, this system got to change the way capital flows in the social sector. So kind of long-winded story, but you asked for the origin story, there it is.

**Tim Sarrantonio:**

Well, and I think ultimately the underlying thread is that equity element and that kind of access to making sure that the system is fair in many ways.

**Victoria Vrana:**

And the world.

**Tim Sarrantonio:**

And the world.

**Victoria Vrana:**



I'd like the world to be fair, and I'd like the sector to be more fair and yes, more equitable. That would be a nice thing.

**Kerrin Mitchell:**

And that idea of what that could look like. And you mentioned in the world, and I think that's the key part that a lot of times, a lot of US lens comes through, obviously we're here in the US, and in that when you talk about equity and inclusion, but it's the idea that there's a structure of the social sector, there's a context, there's a place in which obviously for each group that you're working with, the disenfranchisement or whatever's happening, the gaps and resources and opportunities at a global level can change country to country and such. Which is why I look at the role you've been playing with such a global view the whole time. And I'm struck by it because it's really one of those things that I know I want to get my head around more. To be honest, I think I've come from a US lens and it's opportunity for me to learn too. So I've been loving just getting to know your organization and you in that sense too.

**Tim Sarrantonio:**

Well, yeah, and I'd actually kind of love to unpack that particular part because my lens in my employment has been US-centric, but I also have a background in post-colonial theory for instance. So it was like, ok.

**Kerrin Mitchell:**

I bet you didn't know that about Tim having just met him, but it's quite in the best nerdy way, I love this stuff.

**Tim Sarrantonio:**

All the degrees to work at coffee shops in Chicago. I stumbled into the sector, but always a lot of it was, I'm finding the work happening outside of the US almost much more interesting in their problem solving approaches. Because while we work at Neon One with a lot of small to mid-size organizations, 97% of the US sector is under 5 million in annual revenue. But the optics are always driven by the very large. But then we for instance, worked with the Giving Black Conference recently, and that's spotlighting African philanthropy. And so talk about, because you, that's almost like I kind of have to seek that out versus you are living that and by default have to think globally. So can you talk about how that works at GlobalGiving in its current iteration? It may, at least for me, it's been maybe a little bit before knowing the new ways that you folks are approaching problem solving, especially in a post pandemic world or however we want to term it. And so would love to hear about that before transitioning into some of the cooler more data-driven things like Atlas and stuff like that too.

**Victoria Vrana:**

Okay. So you're totally a nerd, Tim. Not everybody thinks of the data products is the cool thing.

**Kerrin Mitchell:**

Super nerd. He's my favorite.

**Tim Sarrantonio:**

Well, you got that nerd side, and then if we bring up shows like Dark Matter, that's a completely different other nerd side.



**Victoria Vrana:**

Okay. Maybe we could talk some cyber punk outside.

**Tim Sarrantonio:**

Oh yeah, no, Philip K. Dick, let's go.

**Victoria Vrana:**

Yeah. Okay. Okay. So we'll have a sidebar on this later. I'll have a second podcast episode about nerdy stuff in the Tech for Good space.

**Tim Sarrantonio:**

Love it. But I guess let's talk about the great work you're doing.

**Victoria Vrana:**

Yes, let's talk about that. So when you talk about Global, GlobalGiving was created to solve an equity problem. It was created to unlock capital to get to organizations all over the world because guess what? It's really hard to give across borders and it's hard for so many reasons. The financial part is hard, the disbursement part, just moving the money's hard. And I go back to my network of East West Women days. So we were a US-based organization and we got a grant from a big foundation. And part of that grant was we were supposed to give subgrants all over these post-Soviet countries, but they had just opened up. And the wire transfer costs were, the costs were exorbitant. So we were paying for these little tiny women's NGOs to use the internet. We were paying their what was called an ISP fee way back in the dark ages.

And so we had these subgrants to give, but we couldn't move the money through banking. So I traveled around the region for four months with cash, which is insane. I would never do that. Now those are the things you do in your twenties. And I was handing out cash to these organizations to cover a year's worth of email costs. So sub granting is kind of hard. So first it's hard to move the money and then it's hard to find the organizations, which is what Atlas is all about. We'll talk about that. It's hard to know who they are. It's hard to know if they're legitimate. It's hard to know if they're registered in their country. It's hard to know if they pass all of these screenings and all of these tests. And so GlobalGiving unlocks that capital. It connects people to the causes and the organizations they care about no matter where they are.

And so just that is a beginning equity play. And then we also, as you all know, we really emphasize community led solutions and community led leaders. Those organizations are even harder to find. And we spend a lot of time building relationships with the nonprofits in our community, understanding them, knowing their needs, and we know their needs to such a large extent that it helps us in our crisis response because we're able to sometimes activate even before a crisis hits. For example, we launched our Ukraine fund three weeks before the war started there because we had long relationships with Ukrainian NGOs. I have an amazing team of people and they know our NGO partners by name and vice versa. And these organizations have been calling us and saying, this stuff is going to happen and this is where it's going to happen and this is who's going to need help. And so that relationship piece is really important. We're going to talk about data a lot, but I just really get excited that GlobalGiving has both of those things in its toolbox to do this important GlobalGiving work.

**Kerrin Mitchell:**



I mean, in that sense, it does place you guys at this very unique intersection in which you are innovating in the philanthropy space, you're looking at these opportunities to take it to a global level, and you have this kind of big transformational project afoot called Atlas, which we definitely want to hear about. So tell us how that sort of takes that next step and maybe an overview on the project primary objectives. What's the kind of holy grail with this project?

**Victoria Vrana:**

Totally. So getting into the nerdy stuff, so GlobalGiving's been around for over 20 years, and to be able to get money to organizations, you have to know who they're and where they're. And so GlobalGiving Atlas combines government data, public data, and other reliable sources to create the world's biggest and most comprehensive list of nonprofits. We have data representing organizations from Afghanistan to Venezuela. We were talking about 9.8 million nonprofits. We looked it up the other day. We thought we were at 9.7, and we were like, oh my gosh, it's 9.8, that's in about 75 countries. And we could refresh the data on a continuing basis. And we really hope to have all of the more than 160 countries that GlobalGiving operates in at some point. And so Atlas is super exciting, and I have to say sometimes oddly I get credit for Atlas and I do not get any credit for Atlas. This started way before me at GlobalGiving. And in fact, I was at Gates when it happened and I was spreading the word like crazy because it was a data source and is a data source that doesn't exist anywhere else. So if you care about knowing the nonprofits in these other countries or having this comprehensive view, Atlas is really unique. It's the only place you can get that information right now.

**Tim Sarrantonio:**

So because it can vary so much, because I've had different conversations, for instance, academics who are trying to map the BNN data, the BNN data from Canada to the US, and they're tearing their hair out. So how are you approaching it to help streamline this since each country is so different, and then even within that, the different types of organizations, the trusts versus the charities versus the nonprofits. How are you wrangling this?

**Victoria Vrana:**

It's super hard, Tim, super hard. Again, if I were there and if I had been there then and the team had said, hey, we want to do this. I don't know...

**Tim Sarrantonio:**

Do you really want to do this? Is this really? Yeah.

**Victoria Vrana:**

It was all in the faith that we did it, but it's also why we offer it to others because nobody should recreate this wheel. It's incredibly hard. I'll give you some examples. And you may know some of these because you know a lot about this, but in France there are eight foundation registration types and multiple national registries. So France is super old, and the nonprofit sector actually predates the for-profit sector. So you can imagine how this happened, but pulling the data from all those places is really complicated. In Germany, there's more than a hundred local courts that we have to go get data from. In Brazil, the nonprofit data is blended helpfully with the for-profit data who came up with that idea. And the file is this big as 20,000 paper documents. So if I printed it in the office, I'm old, obviously as we're talking about the eighties, I like to print things and if I printed this, the team would kill me, right?



I'd kill a forest of trees. And then unfortunately, there are countries that are disrupted constantly by crisis and more. For example, we happen to have the last data set on nonprofits from both Ukraine and Venezuelan that was available. And so having up to date data is really tough. Having it be consistent and having it be standardized to your point is difficult. So we've built something that does that, which it just blows my mind that the team pulled this off, but we did it for us. This is the first level. So we have validated data on nonprofits. So one thing I really want to make clear is Atlas has 9.8 million nonprofits. They're registered nonprofits in their countries, but that does not mean they're safe for cross border giving. There's a bunch of other stuff you got to do to make sure that that happens. And I have a team of 10 people who do that all day long. And those organizations, we have about 7,000, but Atlas was created for us. We're a nonprofit. We needed that first step. So it's the first step of the kind of data layer cake as I think about it.

**Tim Sarrantonio:**

What are you hoping people can utilize this for?

**Victoria Vrana:**

Yeah. Well, it's so funny when you create any product, but especially data products, you never know. You have ideas and you get use cases and everything, but you don't know for sure what people are going to use it for until it really gets out in the world. So I'll tell you some of the ways people are using it because we've got some partners already and are always looking for more. There's one company that uses the data to validate the nonprofits as eligible for volunteer programs. So they're not giving across the borders. They have employees around the world, their employees get excited and they want to volunteer locally. And the company wants to know, is this a legit nonprofit? Atlas is super great tool for that. We have another partner, a social media platform, and they want to donate digital ads, same kind of thing. So they want to know it's a legit nonprofit.

They don't need to do a full equivalency determination in order to do that. When I think about other needs in the sector, when I was at the Gates Foundation, so many funders have databases of some kind or another of nonprofits and they're messy and they're not up to date and they're not necessarily kind of verified. And so Atlas is a great tool for something like that. It's also a great discovery tool. You all work with funders all the time. And I was in the funding world for over 20 years. Funders love to pay consultants to do a landscape, and then that landscape sits on this is totally out of date in two years.

**Kerrin Mitchell:**

Constantly,. It's funny what they're not willing to spend money, and then what they do is spend money. And I'm like, okay.

**Victoria Vrana:**

Right. And so there's all of these landscapes, none of them are connected to one another. None of them stay up to date. So if you're a funder and you're trying to understand what the sector looks like in a place, Atlas is a great tool for that too.

**Kerrin Mitchell:**

Got it. And when you look at that and you say, okay, here are some of the structures that exist, like you said, whether it's legislative or just the data itself. As you look at some of the new technologies that are out there with AI, are you finding that it's easier to do some of these mappings and to get to information



a more clear way? Or is it still just because the access to the data itself is the biggest impediment? Are you seeing it get easier? I'm just curious.

**Victoria Vrana:**

For sure. For sure. It's like this tool 10 years ago would look completely different from this tool now. And we actually, Atlas went through a big upgrade last year from where it was before, and now it's faster by lightning speed, it's easier for us to manage. It's definitely already getting more and more efficient and we'll be staying on top of it because it makes our lives easier, the better it gets.

**Tim Sarrantonio:**

Well, you have very nice API documentation.

**Victoria Vrana:**

I'll tell the team they'll appreciate that.

**Kerrin Mitchell:**

I mean, as we look at this, there's so many places where we're starting to see data assets as a public good come forward. And there's efforts of course Canada, which is very US specific, there's everything from your Tech Soups to your PDCs to whatnot. And in that Atlas is uniquely situated on the kind of global level. But I mean, tell us a little about some of those complexities of maintaining all these kind of interlocks and dependencies and how do we make sure that all that is moving forward in line with what your team's values are, and again, your sort of goal. Is there a way that all fits together in your mind as you look at this sort of general trend to make things available? How you envision working with all these partners and things?

**Victoria Vrana:**

Oh, for sure. I mean, I can't take that hat off. I wore that hat at the foundation for over 10 years. The data infrastructure, and to me it was never about one organization because it's impossible. First of all, none of us have enough funding to have the comprehensive data set.

**Kerrin Mitchell:**

And it takes funding, which is what people don't realize too.

**Victoria Vrana:**

Exactly. I mean, and we're nonprofits, right? Candid's a nonprofit, GlobalGiving's a nonprofit, Tech Soup Global is a nonprofit. And you want nonprofits guarding sector data, right? Giving Tuesday and its Data Commons, it's really critical that we have public sector entities guarding public sector data. Even if there are for-profit players in the mix, you need the nonprofit players. So yes, data costs money. There's all of that work we're talking about of standardization and making it machine readable and building the API and maintaining it and all of that has a cost. And so that infrastructure, I'm a huge champion of how much it needs to be funded, but I'm also a huge champion of folks in the sector playing together. And I'm really fortunate to know so many of the other partners. I have deep respect for the leaders at these other organizations. And so I've just been totally geeking out, having fun conversations ever since I got a GlobalGiving a year and a half ago about what can we do together?



And so there's a bunch of ideas and some of this we could do ourselves, right? GlobalGiving built Atlas ourselves, nobody funded it, we just sucked it up and built it. But for bigger data product projects, it will take investment. And the thing is, we all have pieces of the puzzle, but there are other pieces of the puzzle that need to be developed and accessed and created, and it will take time. Our sector is not on par with for-profit industries and their underlying data that they use to make their businesses run. And I love our sector very much, but data is a tool and we need full comprehensive system level information about our sector, both the funding side at Gates, we always called it the philanthropic capital flow, knowing what money is flowing to whom and where. And then on the nonprofit and impact side, really understanding that piece of the whole sector too.

**Tim Sarrantonio:**

Oh gosh. I mean even defining impact in some sort of standardized way would be, I mean maybe it's a pipe dream, maybe it's a pipe dream. So on that piece, what would be a critical component as a next step in that longer vision, especially if you want people to act on this versus ivory tower academic analysis of this data?

**Victoria Vrana:**

Right. It's such a great question, Tim. And I've thought about this so much and hey, I love detailed data. And before I went to Gates, I was the head of assessment, which is evaluation and communications for a local venture philanthropy partners, local grant maker in DC. So evaluation was a big part of my job. So outcome data, input data, everything from an RCT to an experiential study to a pre-post survey. I like data in all, its many forms and complexities, feedback, unstructured feedback. You know, back in the day, so 20 years ago when you're collecting unstructured feedback and you had no kind of tools to go through that, talk about heavy lift. But as much as I'm enamored with all of that, I became even more passionate about this basic stuff. Because when you realize that we didn't have Atlas, we didn't even know how many nonprofits there were, let's say in Tanzania, and you couldn't tell who they were and where they were and all this stuff.

There's these building blocks that we need. And one of the other sets of building blocks that we really need is capacity for nonprofits to generate the data that are important to them, especially when you start getting into Atlas's data, because I don't think there's one size fits all. I know, I actually don't think there's a holy grail. I wish there were, but there's not. There's different kinds of data that organizations need themselves to know if they're making a difference in their communities. And so investment in nonprofits to build those frameworks is important. And then kind of the guides, the safety rails, the standards, the kind of ethical piece about this and making sure that's all clear for our sector, that's another place where I think we need those tools and that's part of the pipe dream to have that. But right now, if we can just connect up more of the data that we all have in a way that makes sense and that kind of lets everybody still support their tools, that would be a great first step. One of the things I'd love to tell you about is a next step for us with Atlas. So as I said, we built Atlas first for ourselves, so we're enhancing Atlas a little bit for ourselves too. And the first need we've had this year, so many other crowdfunding platforms is this need that a new California legislation.

**Tim Sarrantonio:**

I was going to ask you about California, so okay.

Victoria Vrana:





As a former Californian, it's rough, but as I look at this legislation, it definitely is putting some heavy requirements onto crowdfunding platforms in particular. And there's new lists that are updated out of California every two weeks of organizations in good standing. So there's all kinds of challenges that orgs don't know this and they don't know they're on the list. They don't know, they're off the list. There's all kinds of challenges for nonprofits. But the challenge for crowdfunding platform is that we have to check that list and make sure that the organizations are in good standing. And so we have piloted on top of Atlas a tool that lets us do that automatically for ourselves. And as we test that and test that internally, if it has value and if it works, that might be something we could add on as an offering to others. And so as Atlas continues to solve problems for us and we continue to layer things onto it in partnership with others or on our own, we'll continue to be offering that. So anyone who's just kind of interested in this sector or data space or has a need, they should definitely keep an eye on what we're doing with Atlas in the next year.

**Tim Sarrantonio:**

So that's a really exciting vision. And I also know from personal experience that those types of data streamlining opportunities are very attractive because it's so much work to wade through that. And we're going to have to think about this in unique collaborative ways where folks like you were kind of taking the lead and helping us drive toward what that vision should be. But that change, as you've stated, can take a very long time. So I am going to empower you, Victoria, with a magic wand right now. If you could wave it and solve one of your problems around that, which one would it be? Because yeah, just which one would it be?

**Victoria Vrana:**

That is such a good question. And I love to imagine I have a magic wand. I have three daughters and we had a lot of magic wands around the house.

**Tim Sarrantonio:**

I also have three daughters, Victoria, we have many, many things to talk about.

**Kerrin Mitchell:**

Dudes over here. So less magic wands.

**Victoria Vrana:**

I love it. Okay, so waving one of those little magic sparkly fairy wands. I think there's a big gap in tools that are bridges that connect donors and nonprofits. So to my point, when I was talking about at the Gates Foundation, we would look at the philanthropic capital stream stuff and we'd look at the nonprofit stuff and there's holes and there's gaps and there's inadequate tools and all these things, but the things that connect. So you look at the potential of AI and all kinds of things to really make personalized recommendations to connect nonprofits to one another. Because don't get me wrong, I love individual nonprofits and I'm an individual nonprofit and I like money for us. But really we can't solve these problems alone, like climate change. Nobody's going to solve that alone. And the resources for organizations are so lean that you need to be maximizing and leveraging every piece of work.

And so those tools that really make things easier for people and quicker so that they are freed up to have the relationships. So let's go back to the relationship piece. Again, there's so many tools and things that we're doing and using at nonprofits that are manual and they're laborious and they're taking up way too much of our time from our staff and ourselves. And so if we had more of those automatic



connecting things that give you a draft of things and some ideas and some pointers, and then your humans are freed up to do more human work and really lean into that heart piece and lean into that relationship piece. So I'm not giving you a specific product or tool, but that's the type of thing we need to take it to the next level. We need to layer the data sets together and then actually make them easy to navigate the power of that unified data.

**Tim Sarrantonio:**

Well, and I'm so thrilled that you're flagging that too because of course we're using the dreaded AI in a conversation too.

**Victoria Vrana:**

Got to do it.

**Tim Sarrantonio:**

Got to do it, I guess. But I think what's fascinating about your example and where the market trends that I'm witnessing are around this for the typical nonprofit, the small community driven organization and their individual donors and things like that where everybody's focusing the for-profit companies to my personal dismay and annoyance are focusing on basic copywriting of emails. It's like donor facing trickery in my opinion, versus what can I do remove the barriers for me to understand who this person is and why they identify with who we are. People do not give to you. They give through you. And so I'm thrilled that you're focusing on how do I free up time so I can build relationships and trust because that's where the AI needs to go. It needs to be able to queue up like, Hey, I really think this person would really love to hear from you.

**Victoria Vrana:**

And on the donor side, Hey, I think you'd really be interested in this given your, and that should be easy, but it's not as easy as it should be right now. And part of that is because of the underlying data. AI does not work on its own. It's not that magic. You have to have some stuff under it, right?

**Kerrin Mitchell:**

It's definitely the translation point that there are things that AI can help move the data around and help get it to the right hands. But there's things too, when we talk about the idea of partnerships and what that looks like, it's beyond the technology. It's the fact that even at Fluxx, we have folks that are givers that are perhaps more risk averse boards, and they do this all this due diligence. They find out that their board isn't going to give to it, but it's such an amazing thing. They've done the due diligence, they've got all the work done. How do we make sure that a community foundation or folks like at Neon One, you guys have a ton of donors that are coming in. How do we make sure that that's highlighted as something that is written back to Atlas? It's compliance is complete. There's legitimacy, the impact is there. It's a higher risk, but hey, there's someone who's willing to take at risk. That's the kind of thing that the fluid conversation that I think needs to be enabled. And it goes beyond the technology, like you said, of AI. It's actually a conversation across donors, individuals, the change makers themselves. And it's a really interesting thing that Atlas kind of pulls that lens together in many ways that people haven't been able to.

**Tim Sarrantonio:**



And I know that we're coming up to our time together, but I wanted to kind of make this observation, Victoria, on why I'm excited about the work that you're doing. Because unfortunately, and you've witnessed this, I imagine in your own career, and you don't have to comment on this part, but I feel like the tech companies in many ways are getting it wrong. The for-profit tech companies, because they're focusing on the wrong thing. They think that it's the digital transformation of payments. That's not the thing. And so that's why every single time I've seen the donor connective app and nonprofits can join and then a donor can join, and I'm like, okay, you're trying to make some marketplace of giving that's not solving the problem, versus I am trying to make an impact. And we know from data that the typical person, at least in the US, is given to at least three to five different charities a year at this point. And so to be able to know that with confidence through an entity like yours that can actually validate that and have people trust that that's what we need. Because every single time I've seen a for-profit try to do it alone, they will fail. Observation, ranty observation on that point.

**Kerrin Mitchell:**

It's the correct one my friend.

**Victoria Vrana:**

There've been a lot of different players in the space, and folks bring different things to the table to be sure. And here's the thing about the nonprofit side of the house though, Tim, that nonprofits, even tech for good nonprofits like us, they often don't have a lot of extra money kicking around for R&D. And so the ability to innovate, so even if you're super close to the problem and other, we're a nonprofit for nonprofits, right? We have a long wishlist of things from our nonprofits that they wish, wish, wish, wish, wish we could do. Talk about magic wand. And without that R&D investment capital, that's a big challenge. How do you take that on? And so that's something that I wish the nonprofit players had that so many of the for-profit players had. So there are things that could happen on both sides of the table that would be helpful.

**Tim Sarrantonio:**

A beautifully funded R&D infrastructure for nonprofits by nonprofit. Wow. I mean.

**Victoria Vrana:**

Can you imagine? That's our dream vision.

**Tim Sarrantonio:**

That's a dream. That's a dream. Just the psychology research alone could be fascinating.

**Kerrin Mitchell:**

Yes, people, listeners, on that note, we do have to wrap up, but thank you so much, Victoria, for being on the podcast today. Sharing more about yourself, your work Listeners, please learn more about GlobalGiving Atlas at [globalgiving.org/atlas](https://globalgiving.org/atlas).