

Scaling and Strengthening a Closed Crowd: Lessons from Kiva's Evolving Model



Kiva's Model



- Peer-to-peer microlending platform
- 9,000 loan profiles/month
- SP, FR, PT, RU > EN translation
- Closed crowd: mostly Kiva lenders—screened, tested, and trained
- Drupal-based CMS, “Viva”

Complex Requirements = Unique Crowd

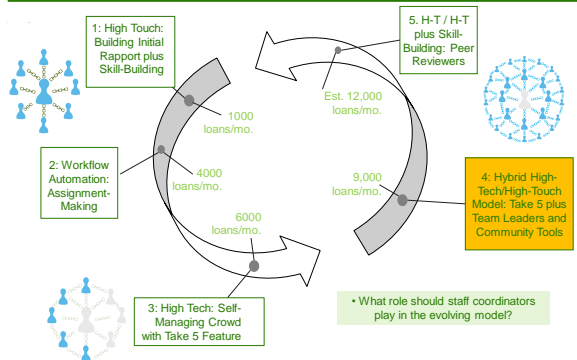
Kiva's Requirements

- Business-critical core content for primarily English-speaking user base
- Highly transient content / fast turnaround
- High volume, uneven rate of posting
- Specialized knowledge of loan policies

What Kind of Crowd Supports This?

- Skilled, resourceful, self-motivated translators/editors
- 1 translator / loan profile
- High output, high availability and responsiveness
- Regular engagement, self-reinforcing community

Scaling a High-touch Model



Developing and Retaining a Closed Crowd

- 1. Reinforce engagement with Kiva's mission**
 - Insider information, "Notes from the Field," Upcoming press
 - "You are the eyes and ears of Kiva."
- 2. Communicate proactively about operational constraints**
 - Holiday shifts
 - Press crunches / technical emergencies messaging
 - Visible loan stats
- 3. Focus resources on high performers / accountability**
 - Minimum participation requirement
 - Quarterly sweep of teams - > offer sabbaticals, alum status
 - Development of "Restricted Class"
- 4. Build reserves of rapport**
 - Build self-sustaining community and create/drive traffic to community tools
 - Volunteer Team Leaders maintain personal connection



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Optimizing Kiva's Crowd: Lessons Learned

- Bigger is not always better. Continue to refine your crowd.
- Invest in community-building tools.
- Identify and cultivate leaders from within your crowd.

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