

DESTROYING COERCION BY EXPANSION:

Finding the Value in Unconventional Growth of International Faith-based Organizations

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SUMMARY

There is a substantial amount of discussion on expansion theories and strategies in the private sector. Companies are looking for an opportunity of an expansion in order to scale up their business. If there is a potential and a market fit for their products or services they offer, the company can proceed with entering a new market. However, third sector is much more complex, especially when there is a need of humanitarian intervention. Discussion on effectiveness, scaling up and organizational growth is among scholars ongoing. How do nonprofit organizations expand? What are the reason of the expansion? Is the expansion the goal of nonprofit organizations? These and many other questions arose prior and during the research.

PURPOSE

The purpose of this project is to understand how Jesuit Refugee Service expands its services and operations to new countries.

The constant need for the intervention of the international nonprofit organizations due to humanitarian emergencies requires scaling of their operations. JRS' unique expansion strategy be an example in the sector in providing services that are touching not only the surface of the issues but going to their roots of broken human interactions and thus applying holistic approach.

RESEARCH

1. What models of scaling and expansion theories are most applicable for nonprofit organizations?
2. How did the nonprofit organizations intervene during the so-called "refugee crisis" in Europe?
3. What is the role of faith-based organizations working with refugees and migrants and how could Jesuit Refugee Service defend establishment of its potentially unique positioning in Denmark?

METHODS

The action research serves to explore the theories and strategies behind the expansion of international nonprofit organizations to other countries. Comparative research is used to compare the practices of five chosen international nonprofit organizations with the practices and strategies of Jesuit Refugee Service through the correlations of findings in the literature review and information obtained during interviews.

Literature Review

- Peer-reviewed articles, Books, Websites, Newspapers

Archival Data

- Reports of JRS and other organizations

Expert interviews

- Five expert interviews

DATA AND ANALYSIS

Name	Catholic Relief Services	International Rescue Committee	Jesuit Refugee Service	Caritas	Danish Refugee Council
Mission	Our mission is to assist impoverished and disadvantaged people overseas, working in the spirit of Catholic social teaching to promote the sacredness of human life and the dignity of the human person.	The mission of the IRC is to help people whose lives and livelihoods are shattered by conflict and disaster to survive, recover and gain control of their future.	JRS seeks to accompany, serve, and advocate the cause of refugees and other forcibly displaced people, that they may heal, learn and determine their own future.	Caritas shares the mission of the Catholic Church to serve the poor and to promote charity and justice throughout the world.	We assist refugees and the displaced, protect their rights and empower them towards a better future.
Faith-based	yes	no	yes	yes	no
Presence in Europe during the so-called "refugee crisis"	Support to Caritas	Since 2015 Germany, Greece, Serbia	15 European countries	Around Europe through its network of 49 Caritas organizations	Since 2015 Greece, Serbia, Macedonia
Form of Intervention	Local partnerships to influence decision makers	"Behind the scenes" support to German authorities, local aid groups and other partners	Direct Services, Advocacy, Lobbying, Partnerships with the Society of Jesus, other organizations and governments	In the field and in partnership with other organizations, especially with local catholic parishes	Establishing ground for an effective response in cooperation with UNHCR, Greek authorities and other NGOs
Focus	food and non-food relief assistance, shelter, sanitation, medical care and translation services	Education, protection from violence, livelihoods	Basic Human needs, Accompaniment, psychosocial support, advocacy, education	Meeting basic human needs - vital food, dignified shelters, and Medical, legal, social and psychological support and childcare	Site Management Support, Protection Monitoring and Legal Aid, non-formal education, restoring refugees' dignity and building their resilience

RESULTS

Due to complexity of a third sector, the literature has revealed that there are multiple models and strategies to be applied for the organizational effectiveness and scaling. Whether it is a multidimensional integrated model for measuring the effectiveness of the nonprofit, the Sutton's and Rao's scaling strategies across all the sectors or the strategic intent where the organization is rather reaching for an unattainable goals without a clear strategy beforehand, there is no single strategy that would stand out. For the specific case of the expansion of the organizations in Europe during the so called "refugee crisis" has revealed some similar trends but also unique patterns of expansion strategies. The literature review has also shown that the expansion of the international humanitarian organizations is in their nature that is driven by needs rather than by desire to gain a greater global presence. This played particularly a crucial role in understanding the expansion theories in organizations with a goal to be "out of business" than to keep growing. Organizations with longer experience in the sector and more resources available are providing support to local governments and organizations working directly with refugees and migrants. The others, such as Caritas, have structures in place, directly connected to the parishes of the Catholic parishes. These expansions often result in some form of partnership with other organizations, governments or local businesses. What was found unique to Jesuit Refugee Service is its positioning among the organizations and its continuous expansion. Its partnerships can have various forms, starting with Jesuit provinces, local Catholic parishes, other organizations or local governments. JRS only goes where it is explicitly called to go.

RECOMMENDATIONS

- **There is not one single way**

When there is a need for expansion, there is not a prescribed "formula", a strategy or a model that would be applicable across the sector.

- **New understanding of expansion - expansion from within**

The expansion does not have to necessarily mean external growth. The organization can aim for improving effectiveness, growing the services that are already being offered in the country and strengthening its presence and credibility as the organization

- **Possibility for JRS to expand to Denmark**

If there is a call from the Jesuit Province of Denmark for JRS to come and offer its services, JRS should conduct a full needs assessment in order to evaluate the value that would be added to the Danish society through JRS's presence in Denmark.

- **Faith as an equally important element**

Lastly, what every interview with JRS employee brought was the element of faith that is too important to be ignored during the humanitarian interventions

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