



UNIVERSITY OF SAN FRANCISCO

CHANGE THE WORLD FROM HERE

**Destroying Coercion By Expansion:
Finding Value in Unconventional Growth of International Faith-based
Organizations**

By

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Abstract

The aim of this project was to explore the expansion theories and strategies of the international nonprofit organizations. Through the literature review and interviews, it has been found that the scaling and growth efforts of the organizations vary based on the nature of the nonprofit. Focusing on international humanitarian organizations, certain patterns in the form of intervention and the area of focus were found. Most of the organizations started its operation through various forms of partnerships; whether it was with the other local organizations, government or local churches. All organizations in emergency situations cover basic human needs such as food and clothing. Some provide psychosocial support but only Jesuit Refugee Service put spiritual dimension to the forefront of its services.

As this research paper is inspired by the unique expansion of Jesuit Refugee Service (JRS), the value is found in its approach to humanitarian interventions that are built on creating long-lasting and sustainable change. This approach is not only more effective but considers the accompaniment of refugees and migrants a central element of its mission. Through this, the organization provides services that are rooted in Ignatian spirituality using the techniques of ABCD strategy. Thus, including spiritual dimension is the core of JRS' activities as it is inseparable part of the journey of asylum seekers.

Understanding the expansion of JRS to other countries in Europe, this project has also explored the idea of expanding to Denmark. Conducting PESTLE analysis, it has been found that the environment is rather ideal for the entrance given the favorable legal aspect of it. The current political situation offers an opportunity for JRS to bridge the gap between asylum seekers and the local society and cherish the culture of reconciliation.

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Introduction

Globalization has made the world to shrink, join the ideas, information and become both physically and psychologically closer to each other. However, what was observed by the large international nonprofit organizations, globalization did not have only positive impact on the world (Brown, Khagram, Moore, Frumkin, 2000). After the cold war, increasing poverty and internal conflicts has been causing refugee flows that needed intervention of the international organizations. Declining funds in development increased the competition among international nonprofit organizations causing many to leave their region and transfer operations to local organizations which ultimately harmed the purpose of these organizations. As a result of globalization, needs are increasing while resources are becoming more and more limited. There is also a certain pressure to be more results oriented and have more of a structural and managerial frame of scaling its operations. Organizations do need to understand the set of aspects that impact its operations, including political, economic, social, technological, legal and environmental. On the other hand, the unpredictable environment that organizations are operating with are incredibly risky. The conflicts have drastically changed over the past decades resulting in non compliance with humanitarian law (Lowcock, 2019). They also became more difficult to resolve due to greater amount of violent parties involved. According to the Global Humanitarian Overview (2018), the total number of people that are in need is 135.3 million with a total requirement of funds is estimated to be \$25.2 billion. This indicates the constant need for expansion of the services that international nonprofit organizations offer.

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 potential and a market fit for their products or services they offer, the company can proceed with entering a new market. However, the third sector is much more complex, especially when there is a need of humanitarian intervention. Discussion on effectiveness, scaling up, and organizational growth among scholars is 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.

Due to the recent influx of asylum seekers into Europe during the so called ‘refugee crisis’, many organizations, especially the international nonprofit organizations, began operations in new European countries. Jesuit Refugee Service (JRS), an international Catholic organization started its operations in six new countries since 2015 (Doyle, 2019). Understanding

JRS' unique intervention operations with a combination of its advocacy efforts in Europe has become a cornerstone of this capstone project.

Lastly, the position of faith plays an important role within the humanitarian/refugee crises. For JRS, faith is the motivator, the "why". However, what role does faith play during humanitarian interventions in a secular organizations? Should the faith and personal beliefs be included in such situations?

Therefore, the purpose of this project is to understand how Jesuit Refugee Service expands its services and operations to new countries. From there, three research questions were drawn to fully explore and support this research paper:

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?

Literature Review

While the purpose of this capstone project is to understand how expansion theories work in practice and the external factors that influence them, it also focuses on the work of Jesuit Refugee Service that has been intensively serving and advocating for the solidarity with refugee population in Europe after 2015 (JRS Europe, 2019). The literature review will uncover the expansion theories and strategies of nonprofit organizations in addition to exploring how programs can be expanded to other countries or regions using the models of other international nonprofit organizations and expansion strategies from the for-profit sector. Secondly, it will briefly uncover so called "refugee crisis" in Europe after 2015 and the responses of various non-governmental and international organizations. It will also look at the irregular migration before and after 2015. Lastly, this section will also look at the effect of the faith-based organizations like Jesuit Refugee Service on promotion of social justice in society.

Effectiveness and strategic growth of nonprofit organizations

To deliver services, nonprofits need to be effective in what they do. Organizational

effectiveness is, however, not easily determined, but rather unique to the specific organization. The discussion around it started together with the demand from funders and clients to demonstrate the impact they have on various social issues (Sowa, Selden, Sandfort, 2004). However, to determine what represents effectiveness, there are different factors that scholars acknowledged:

- How an organization accomplishes its goals is a determinant of effectiveness in the purposive-rational model;
- The system resource model rather focuses on the inputs that are to secure the survival resources for an organization and are considered more important than outputs;
- Organization's ability to cooperate effectively in its environment with its key strategic constituencies is the main component in the ecological model;
- Spatial model is considering polarized values, such as external versus internal focus and the action and its results;
- And lastly, multidimensional integrated model, the most popular among scholars, takes into consideration all the aspects of the nonprofit existence and its functioning.

The reason behind implementing the multidimensional integrated model is based on principles that are structurally capturing nonprofits effectiveness. First, the organization needs to work effectively at both the management and programs level. The management needs to function well as it is a cornerstone for improvement, growth and overall sustainability of programs. Secondly, to go further, the organization needs to evaluate its capacity and outcomes, on both, the management and programs levels. Capacity represents the structures and operating processes. Outcomes are produced by the activities of program and management. Thirdly, to fully capture the organization's effectiveness, both perpetual and objective measures need to be considered. It serves to understand the realities of possible dysfunction of management or programs in connection to those who participate in the organization. Lastly, scholars argue that on the management level, this model can be applied in any organization no matter the size and the nonprofit sector it functions within. However, when it comes to programs, it requires a certain amount of variation in order to realistically capture the effectiveness. As organizations tackle different issues, they also vary by organizational size, program variation, and are diverse in the populations they serve.

Multidimensional integrated model is truly a baseline of achieving desired goals with highest effectiveness possible as it is grasping different aspects of nonprofit functioning. This could be compared to a strategic fit, a term, that seeks to describe the alignment of external and internal contexts with strategy (McGee, 2014). Even though strategic alignment is the main and most important part of effectiveness, it is only limited to organizational resources. Often times, nonprofit organizations have ambitions to stretch its strategy beyond their available resources

(Sheehan, 1999). Hamel and Prahalad (1989, 1993, 1994) developed a term that addresses different types of strategic approaches and strategic intent. It was a result of their research of companies who did not have the capacity nor the resources to scale and meet their ambitious goals. Thus, a strategic intent exists to create an extreme strategic misfit between resources and ambitions of the organization. The role of management is to bridge this gap and create opportunities. Setting very ambitious goals might result in failure, but will most likely still outperform the safe and reasonable goals that the organization would normally set using the strategic fit model. Taking into consideration the limited resources that nonprofit organizations often have and the unpredictability of the environment they work in, imagining the future they want and creating ways to make it happen can only serve for a betterment of a society we live in. However, Sheehan recognized the lack of performance criteria among nonprofit organizations (1999). Without proper evaluation of the organization's performance, applying strategic intent can lead to a failure, lacking the structures and measures that would assure high quality and growth.

Achieving growth by strategic intent can conflict with what many leaders of successful companies suggest. Sutton and Rao identified best practices of scaling among all sectors, analysing the experience of various companies, organizations and government entities (2014). These have proven to demonstrate successful scaling that also focuses on sustainable growth. First, scaling needs to start from the current status, using the organization's resources and its capacity as opposed to strategic intent. This first step serves to spread awareness about new behaviors in order to create a new mindset within the organization. However, it is necessary to continue working towards applying this mindset into practice as many organizations provide trainings, but few actually ensure the long-lasting effect of it. Besides persistence, scaling requires constant alertness, especially when it comes to growth beyond the current geographical area where the organization operates. It is important to create a mindset based on flexibility and adaptability. This is largely connected to what Charles Eames, renowned architect and furniture designer expressed when saying: "design depends largely on constraints". The constraints of growth will always exist, but rather, it is a matter of transforming these constraints into virtues. When it comes to scaling, some parameters are impossible to change, especially the external ones. As working in a new environment can create confusion, it is advised to create key barriers to prevent it. During the expansion of the organization, it is important to keep communication lean through creating small teams. Scaling also requires recruiting highly talented staff for the organization. Sutton and Rao's research demonstrates how diversity and respect are the most important and valuable aspects to consider when hiring new staff. Many organizations hire people similar to their current staff which creates a barrier to recruiting people with new ideas, views, and perspectives. Lastly, when researching scaling strategies, the importance of accountability has been acknowledged by all successful businesses. Accountability needs to be deeply integrated in the mindset of the organization. Michael Dearing, a faculty member at

Stanford University and venture capitalist interpreted two types of scaling efforts, Buddhist and Catholic (Sutton, Rao, 2014). According to Dearing, the Buddhist approach to scaling focuses on why businesses and organizations take certain actions which can in turn, produce numerous variations. On the other hand, the Catholic approach is about multiplying and replicating design practices and beliefs that has been already set. This has become a cornerstone of Sutton's and Rao's work to truly grasp different concepts of scaling and spreading an excellence.

Similar to strategic fit and above mentioned spatial model, contingency theory is another organizational theory that describes that the combination of internal and external factors is setting the direction of the organization (Foropon, 2017). It is emphasized that the strong commitment to the organizational values, strategies and structure is important when the external factors come in requiring certain amount of adaptability. Thus, the Contingency Triangle consists of the environment that the organization operates within and capabilities of the organization, including mission, structure, policies, organizational culture and employees. Last part represents strategies that connect these capabilities with the environment. Compared to businesses, nongovernmental organizations engage with multiple stakeholders which can pose a challenge. Often times, this results in duplication of effort. Another challenge is the understanding how time impacts different sectors. According to Larson (2012), another challenge for NGOs is the meaning of time and efficiency. Rather than for-profit, organization's follow to fulfill the social impact and thus satisfy their donors and limit financial resources. In addition, efficiency is crucial to their work as it allows to deliver more services, serving more people and initially, in the case of humanitarian organizations, saving more lives. Larson (2014) later found that most of the humanitarian organizations, especially the larger ones, have been using standards as the leading factor of organizational efficiency. The reason behind is that while working in unsteady environment, standardized processes are helping to maintain the efficiency. However, this was creating a lot of debate as standardization might affect creativity and slow down the innovative processes, create an entry barrier, and initially, loss of adaptability. Thus, continuous standardization might actually drive the focus away from the humanitarian action and lead to inefficiency due to lengthy standard processes. Initially, Foropon (2017) identified the following contingency factors connected to the use of standardization: organizational size, culture and structure, environmental uncertainty, and scope of operations. Also worth mentioning, organizational culture is determined by its vision and mission. Research shows that faith-based NGOs are replacing standardized processes with organizational culture which is led by faith. However, standardization is applied to organizations of a larger size, with a broader scope of operations, centralized control, low level of environmental uncertainty, and secular organizational mission.

Before, during and after the so called “refugee crisis” in the European Union

In the very end of the 20th century, the European Union (EU) recognized irregular migration as a problem that needed to be addressed (Gibney, 2000). In order to understand the concept of irregular migration that is part of the current migration issue, the International Organization for Migration defines it as “movement of persons that takes place outside the laws, regulations, or international agreements governing the entry into or exit from the State of origin, transit or destination” (IOM, n.d.). Irregular migrants are seeking asylum, an international protection for a valid reason but might not be able to obtain refugee status due to lack of legal processes in place (UNHCR, 2006). Thus the EU saw the need for the unification of policies across the whole EU due to the attack on immigrants, but also citizens who were involved in aiding by helping them seek employment. In order to try to avoid moral issues that constantly arise from the concept of immigration, well managed migration policies are essential for achieving sustainable development in the world (UN, 2017).

The main conflict lies in the interpretation and understanding of the concept of migration; both from the emigration and immigration perspective (Weiner, 1996). While the emigration is considered to be a human right, immigration is a subject of national sovereignty. People are free to leave their country of origin, but freedom is not exercised the same way when entering a new country. This is due in part to how all countries create their own immigration policies and at times, its systems are not unified. This raises a serious ethical issue which involves coercion. States apply policies that limit the freedom of movement, and prevent people from making their own choices. Despite the fact that immigration is widely recognized as a matter of national sovereignty, it does not mean that this system should not be questioned or criticized even externally by the international community (Carens, 2003).

With growing conflict in Syria, and what appeared to be a welcoming atmosphere in Germany, the issue of immigration and its policies has in 2015 become a major topic (Mayer, 2016). Due to this, large volumes of refugees predominantly from Syria, Iraq, Afghanistan and Eritrea fled to the EU. One of the main issues involved Germany which became the final settlement for many refugees. Therefore, Germany was the only country with an open border policy in the EU, but also did not receive aid or resources from other countries to help resettle refugees. On the other hand, the rise of the nationalist and populist party in Denmark has made this country out of the list of desirable places to take refuge due to its strict and inhumane immigration policies (Siim, Meret, 2018). In order to grasp this issue and address its challenges, Mayer suggested to have effective and efficient solutions (2016). All of the EU countries need to adopt an effective and flexible asylum system in place in order to avoid administrative issues

and remain consistent in applying strategic planning. On top of that, the asylum system needs to have humane and sustainable practices. This means that Europe needs to rethink the system of detention centers and secure safe conditions in the countries where refugees are resettling in the EU. Sustainability also includes coherent integration of refugees to society.

The exposure and large inflow of migrations has had a negative response from the native inhabitants of the countries (Hangartner, 2019). Chaos and the lack of an asylum system in place caused confusion that lead to exclusionary reactions. However, Hangartner found that places that were exposed to this intense flow of migrants were more hostile to migrants than those with less or no direct exposure. The hospitality was expressed especially by those that might have refugee background themselves.

If properly incorporated, immigration can be prosperous for nations in the long term. Welcoming refugees is not only an obligation from a humanitarian perspective but also an investment in human capital (Legrain, 2016). Mayer mentioned that welcoming refugees to Germany was also a strategic decision to boost economy and gain a workforce that was missing in Germany (2016). This explains the arguments that Legrain is making; refugees are of a great value for the national economy and need to be appreciated and cherished (2016). He continued to express the return of investment if public funds are properly allocated. The International Monetary Fund calculated that an investment in refugees will create GDP growth for the country. There is also discussion around how migrants take jobs in the prosperous service industry such as cleaning and elderly care. The investment returns also when highly skilled refugees such as doctors are re-trained for the requirements of the country in which they settle. Research done in different regions in the world shows the same characteristics that refugees are more eager to create communities, be bold and creative (Betts, Bloom, Kaplan, Omata, 2014). Refugees are consumers and using the services of the country they settle in. This only contributes to the overall economy. Therefore, the issue of migration cannot be viewed as a burden, but rather as contributing to economic value.

As Mayer already addressed, building strategic partnerships and frameworks might help to eliminate the need to emigrate to the country of origin to seek better, safer and more secure future (2006). Thus, the European Commission introduced a new Migration Partnership Framework that consists of short term and long term actions (2016). Among the short term actions are the prevention of deaths at sea, removing smugglers and creating legal pathways to resettle in Europe. Long term actions involve a vision of partnership with developing countries in order to address the root causes of migration and promote sustainable development in order to reduce inequalities in the world.

The aspect of faith in working with asylum seekers

In this very last part of the literature review, the aspect of faith-based, social justice organizations, particularly Jesuit Refugee Services addresses the impact of the refugee and migration topic, and the communities in Europe.

In 2017, Pope Francis established the Migrants and Refugees section as a part of new Dicastery for Promoting Integral Human Development (Baggio, Czerny, 2018). This document aims to cover two areas: pastoral care for migrants and refugees, and advocacy to influence Global Compacts on Migrants and Refugees through negotiation with national governments. The four main components of the document determined by Pope Francis (2017) are “to welcome, protect, promote and integrate”. Welcoming covers numerous aspects such as the simplification of various processes such as family reunification and granting visas to the most vulnerable. This point really emphasizes on prioritizing personal security above national security, and thus, demonstrates the need for finding a more humane alternative to detention centers. The protection aspect takes into consideration various stages of the migrant and refugee experience. This includes protection from illegal processes that are often very dangerous and the protection of human rights, including the right to employment, education, and dignity. It is necessary to implement protection services for children from detention and family separation. This can be executed by providing temporary foster care. Implementing this aspect is extremely complex. It is built upon the belief of the value each human deserves and care of the whole person which comes from incorporating the religious dimension and the freedom of its expression. Besides that, the promotion of the right to work, education, family reunification, and support to the developing countries are essential. Lastly, integration requires long-term efforts that lead to the creation of intercultural connections between local communities and migrants and refugees. Based on these four elements, the document also offers guidance for the pastoral care in the form of pastoral action points.

Through the continuous support of the refugee and migrant communities, one must start acknowledging the assets that they possess. The Asset Based Community Development (ABCD) is a strategy that views assets that community can offer rather than needs (Rans, Altman, 2002). Thus, the strategy is focused around five key categories:

- The skills and talents of local people;
- The web of local voluntary associations;
- The strengths of local institutions – public, private, and nonprofit;
- The available land and physical property;

- The local economy.

This strategy has started to be applied in the faith-based organizations too once they moved from the traditional charitable activities to work from within the communities and truly elevate the best out of them. The core of ABCD is the belief that the change can happen only from within. Faith-based organizations have the associational and institutional strength that can be used to the support of the communities that these organizations serve.

Working within refugee communities and accompanying them on their journey represents what the Jesuit priest, Father Arrupe felt compelled to do in the late 1970's by founding the Jesuit Refugee Service(JRS) (O'Brien, 2005). In the founding documents of the Society of Jesus, from where JRS was adapted, the focus is on the whole person, heart, mind, body and soul, and thus embodying all human needs. Despite early concerns, Father Arrupe's faith in JRS never left him. He believed that JRS could positively accomplish and impacts clients under limited resources through the belief of God. JRS continued to expand in Asia, Africa and in the mid-1990s, the JRS-USA officially started assisting refugees. Due to immigration-reform bill passed in 1996. Large amount of people were detained and thus, an opportunity presented for JRS to offer pastoral and religious services. According to UNHCR (2019), there is 25.9 million of refugees worldwide. This is five times more than it was when JRS was founded (O'Brien, 2005). As Father Kolvenbach, the 29th Superior General of the Society observed in 1997, JRS must be big if the problems and tasks at hand are big. It must be flexible: closing down when not needed and being ready to go to meet new needs which are unattended to by others. JRS, in the spirit of Father Arrupe, should go where no one else would like to go or is not going. With its expansion, JRS focused on its operating procedures, connection to the Jesuit provinces and the shaping of its mission. The operating model of JRS varies from region to region, covering the broad diversity of refugee needs.

The work of the Jesuit Refugee Service and the call of Pope Francis for welcoming, protecting, promoting and integrating refugees is based on social justice, concretely, the Catholic Social Teaching. Social justice covers common good and thus relationship between all groups and individuals for the common good(Neimo, 2014).

Catholic Social Teaching is based on the following seven core pillars:

- life and dignity of the human person;
- call to family;
- community and participation;
- Rights and responsibilities;
- option for the poor and vulnerable;

- dignity of work;
- rights of workers, solidarity, and the care for God's creation.

This has become an integral part of the religious organizations working with refugees and migrants.

Methods

Secondary Data

Literature Review

The literature review is an important piece of this research as it conveys the connection between the three very diverse topics of migration, organizational expansion theories and Catholic Social Teaching based on social justice. It aims to provide a substantial background for analysis and support the interview questions and discussion.

Archival Data

Archival data were primary obtained from the reports of JRS and other humanitarian organizations, such as Catholic Relief Services and International Rescue Committee. Some documents were obtained from JRS staff and some were retrieved from the websites of the organizations.

Primary Data

Expert Interviews

Expert Interviews were conducted as an essential part of the research. As this project focuses on the work of Jesuit Refugee Service, three out of four interviewees are current employees of the organization. The fourth interview was conducted with the co-founder of Solidarity Project. Based on the recommendation of Dr. Marco Tavanti, Fr. Tom Smolich SJ and Giulia McPherson were contacted as a key interviewees. Fr. Tom Smolich SJ is serving as an international director of JRS. He was contacted by email and an interview was conducted in person. Due to lack of email contact information, Giulia McPherson was contacted over her linkedin profile, followed by email correspondents with interview over teleconference. Carola Jimenez, Programmes Development Coordinator of JRS Europe was contacted via email but due to current unavailability, the interview was conducted with Kathryn Doyle, Programmes and Advocacy Officer of JRS Europe via teleconference. An interview with Nadege Uwamahoro, the

co-founder of Solidarity Project and Public Health Professional and PhD Student at Newcastle University was conducted via teleconference. Lastly, an interview with Anne Mette Frey, the president of a parish council at the Church of Our Lady in Aarhus has agreed to provide her insights and opinion on parish' involvement in promoting social justice in Denmark. Three additional anticipated interviewees were sent one email and one follow up email, but did not respond.

Due to limited availability of interviewees, interviews did not last longer than thirty minutes except the one held in person with Fr. Tom Smolich SJ being fifty minutes in length. All interviews were recorded either via teleconference or through a recording device with the interviewees' approval.

The interview questions vary as they are based on the person's position within JRS and the connection to the researched topic. However, all questions and sub-questions were tied up to the research questions. Each interview has an average of thirteen questions, including sub-questions. A semi-structured format allowed to expand on the questions or add questions during the conversation as the interview progressed.

Approach

This capstone project is based on two types of research. First, the action research serves to explore the theories behind the expansion of international nonprofit organizations to other countries and models that are being used. The special focus is on the organizations that work with migrants and refugees in Europe and their approach to the need of immediate assistance. This project also uniquely inspects the aspect of faith on these organizations, especially working with migrants and refugees in our communities. Comparative research is used as a method to identify the generic practices of the third sector with the practices and strategies of Jesuit Refugee Service through the correlations of findings in the literature review and information obtained during interviews.

Taking part in shaping and building Solidarity Project in Denmark that has its roots in faith-based social activism of the local Jesuit parish, has become an initial cornerstone for this capstone project. Exploring the idea and gaining an understanding on how JRS could contribute with its services to already existing initiative is the main motivator. For these purposes, objectivity will remain at the highest level possible.

Data Analysis

Data analysis section will consist of four parts:

- Analysis of interviews;
- Analysis of organizations that provided intervention services to the European countries that needed it the so called ‘‘refugee crisis’’;
- Expansion practices of JRS in Europe during and before the so-called ‘‘refugee crisis’’ and how the organization has been implementing ABCD strategies;
- Lastly, the project will explore the expansion idea of JRS to Denmark using PESTLE analysis.

Interviews Analysis

The analysis part of interviews will highlight the most distinctive comments of the interviewees on the topic of refugees and migration. The key interview with Fr. Tom Smolich SJ is described in details as no information from the conversation should be left out due to his very valuable insights.

Interviewee	Organization	Position	Date of Interview	Form
Giulia McPherson	JRS USA	Director of Operations and Advocacy	6/28	teleconference
Carola Jimenez	JRS Europe	Programmes Development Coordinator	7/4	teleconference
Fr. Tom Smolich SJ	JRS International	International Director	7/10	In Person
Nadege Uwamahoro	Solidarity Project	Founder	7/16	teleconference
Anne Mette	The Catholic Church of Our Lady in Aarhus, Denmark	The President of a Parish Council	7/24	teleconference

Table I: Own Composition.

Interview n.1 - Giulia McPherson

Giulia is a Director of Advocacy and Operations at JRS USA. After her extensive experience with CARE, she decided to transition to JRS USA to work more on citizen advocacy that is faith-based. She also highlighted how JRS is very collaborative with other organizations and acts as a regional liaison for nonprofit organizations working refugees. The interview with McPherson stirred up the conversation about:

1. Partnerships;
2. Faith-based aspect of JRS.

JRS USA does not work with refugees in the USA but rather support projects elsewhere. It's only work is in partnership with the Department of Homeland Security by providing chaplaincy and access to other religious services in detention centers. Its partnerships are with various actors such as corporations, UN or other nonprofit organizations. McPherson underlined that JRS strongly believes in the importance of partnerships in order to avoid any multiplication of services. The topic of expansion was rather avoided as she believes that JRS International and Europe have a more valid response to the issue. However, she provided an example of the expansion that was Canada, where JRS did not see the previous need to be present until four years ago due to a larger influx of refugees and migrants into the country.

McPherson numerous times during the interview emphasized the faith-based aspect of the organization and its importance. She expressed that she herself and the recipients of its services have the appreciation for this unique element. This is connected to the value of its mission and the advocacy that goes hand-in-hand with it.

Interview n.2 - Kathryn Doyle

Ms. is a Program and Advocacy Officer at JRS Europe. She was hired by JRS Europe after her internship with the organization. Because of Ms. Doyle's expertise in advocacy, the conversation was heavily based on this aspect of JRS which is an important element of its operations. There are three main topics that arose from the interview:

1. Advocacy
2. Partnerships
3. Expansion

Ms. Doyle started explaining that there is no difference in how Advocacy was done before and after 2015. As she expressed: ‘‘It’s not much about the context of the so-called ‘‘refugee crisis’’ but more about the context of the changing landscape and the context of how we see the role of advocacy and the role of public opinion in it.’’ Thus, JRS Europe is working on creating awareness campaigns to educate the public and the legislators who are the decision makers in that matter.

On the topic of partnerships, JRS in Europe’s takes on a strong position on how advocacy creates a natural partnership in Brussels with e.g. European Council on Refugees and Exiles. It also creates partnerships with faith-based organizations and universities for its research purposes.

Lastly, and most importantly, the discussion about the expansion success of JRS lies, according to Ms. Doyle, in a strong mission and the brand positioning of JRS. She pointed that twenty-two countries out of fifty-six that JRS serves in are in Europe. Together with a strong mission and brand positioning, the presence of 800 volunteers in Europe alone is undoubtedly equally important. For the past three years alone, JRS expanded to six new countries. This signals continuous expansion due to the needs and credibility of the organization. The newest office was reopened in Bosnia and Herzegovina. Ms. Doyle also identified JRS’ expansion as very adaptable. Italy’s country office has been open since it’s beginning. The office in Bosnia and Herzegovina, opened during the war in the 1990s, which later closed down and recently reopened due to the growing needs of refugees passing through those regions. The other offices opened after 2015. If a new JR'S country office should be open, it is due in part to the Jesuit provincial who requests it from JRS in Europe. From here, JRS conducts a needs assessment, recruits a country director, identifies competing actors, the need, and who they plan to serve.

Interview n.3 - Fr Tom Smolich SJ

Fr. Tom Smolich SJ was appointed to serve as an International Director of JRS March 2014 by the Superior General of JRS. His first experience of working with JRS was in the Democratic Republic of Congo before coming to Rome and starting intensive meetings. In October 2015, Fr. Smolich became an official international director of JRS. Fr Smolich held previous leadership position in the Society of Jesus, worked with migrants in LA, speaks Spanish and holds an MBA in Nonprofit Management. Fr. Smolich did not work with JRS previously and therefore, he assumed that Superior General and JRS were specifically looking to hire someone with his experience outside the organization.

‘‘To identify the organizational structure of JRS, the closest description is a federation.’’

Regional offices have quite a fair amount of flexibility. In total, JRS has ten regional offices and six out of them report directly to him, whereas, JRS Europe, USA and Latin America report to the Jesuit Province. JRS Europe is heavily focusing on advocacy within European community. JRS Europe is also currently working on better coordination of information sharing.

JRS brand is the strongest element of the organization, especially within the Church.

This is an opportunity that can be used as an effective voice for advocating for refugees. It enables us to have a good relationship with the Church as it is important in terms of advocacy and in terms of funding as JRS is a Catholic organization. Strong advocacy efforts are currently in Rome, UK and Brussels. Therefore, the JRS strength lies in its reputation and its mission. The organization only advocates for issues it supports. The credibility and integrity of JRS lies in its transparency to advocate on matters that it has an experience with.

The expansion goal of JRS would be to be “out of a job” where its services are no longer needed. JRS commits to offering services relative to the needs of the region it services. JRS expansion lies in where there is a need and where it is called to serve. The ask might come from the local Jesuit provinces, the Catholic parishes or the other organizations working with refugees such as UNHCR. The expansion is not a goal for Fr. Smolich. The most important thing is that what JRS is doing and doing well. The expansion will then happen consequently. It is interpreted as Jesuit Magis, doing more in the places where JRS is currently operating, strengthening and intensifying its services or adding new ones in order to invest deeper where it is. Strategic framework is leading on the programmatic expansion. Expansion comes as a response to crisis. The geographical expansion happens because of the need. The growth where JRS already is linked to the quality of the work it does. Lack of that will cause lack of funding which initially means shrinking of the organization.

The values of JRS are explicitly linked to the social teaching of the Church and the Gospel itself. For many people, faith is a significant part of refugees’ lives and their experiences. God is a part of that experience that they are in. Ignoring this part does not allow the organization to respond to the whole person. 70% of the clients that JRS serves are non-Christians and over 50% are Muslims. Within the organization, employees on the position of project directors and higher can attend an online orientation which is an important piece of accompaniment.

In comparison to other secular organizations, the difference lies in the reasoning of its actions - what and why. Fr Smolich believes that crisis is rather spiritual than refuge. He acknowledges the need for conversion in rediscovering and seeing the refugees as our brothers

and sisters. This is essentially engraved in the JRS value of welcoming - helping people make connections with local people. Asking about the differences with other Catholic organizations such as Caritas, Fr Smolich continues expresses how Caritas is more like a confederation. It represents an institutional Church. Therefore, it is sometimes too traditional and thus lacks the flexibility to adapt and work in more difficult areas opposed to JRS. JRS starts with the experience of people and have a different starting point than other organizations, whether they are secular or religious.

The policies should be lead by the real socio-economic realities of the global north not by the current political rhetoric of xenophobia and fear. The current migration situation is manageable if governments commit to treating all refugees with dignity.

Interview n.4 - Nadege Uwamahoro

Nadege Uwamahoro is currently a Public Health Professional and PhD Student at Newcastle University. She co-funded a Solidarity Project in Aarhus, Denmark. Solidarity Project is a project of the youth group Mount Tabor in the Catholic Church of Our Lady in Aarhus, Denmark. The aim is to bridge the gap between the asylum seekers arriving to Denmark and the local community. The conversation with Ms. Uwamahoro circled around two main topics:

1. The role of faith and Church;
2. The role of other actors in the field.

As discussed with Ms. Uwamahoro, the Solidarity Project saw the need and was inspired by the Catholic faith to help incoming families, particularly from Syria and Eritrea. Even though the reasoning is faith-based, she argues, that the spiritual dimension was not included in the activities of the project. She agreed though that what has been done is very close to JRS' part of the mission of accompaniment. Since the beginning, Caritas has been a sponsor for more than three years now. Even though Caritas is not involved in any form of advocacy in Denmark, it does support projects that are started born in Catholic parishes and exist to serve the poor and marginalized in society.

On the other hand, talking about the activities of other volunteer groups, Ms. Uwamahoro acknowledges the importance of their presence but does not feel that Solidarity Project has been in any way creating something utterly new. She believes that the Solidarity Project compliments other actors who are involved in similar work with refugees in asylum center and detainees in deportation center. Lastly, Ms. Uwamahoro sees the presence of the main actor in the deportation

center, Red Cross Denmark as crucial for the work of other small volunteer groups as it is the bridge between the Danish authorities and the civil society.

Interview n.5 - Anne Mette Frey

Anne Mette Frey is a Project Leader at Danish Technological Institute and the President of the Catholic parish of Our Lady in Aarhus, Denmark since last year. The discussion was circled around:

1. Solidarity Project and the practice of social justice in the local parish in Aarhus, Denmark;
2. Current political environment in Denmark.

As the Solidarity Project was born out of the Mount Tabor - international youth group, it has been created as a part of its outreach activities. However, Frey noted that currently, the Solidarity Project is completely disconnected from Mount Tabor and parish itself and there are no current efforts to recreate this connection. She continues to express that not many parishioners know about the Solidarity Project and its purpose. She believes the reason for this is the disconnection between the lack of involvement of new members of the Mount Tabor group and the lack of information sharing with them. When it comes to practice of social justice by its parishioners, Frey states that there is not much happening because people are not willing to get involved in the matters that are not directly affecting them.

Intervention of international nonprofit organizations in Europe

The situation in Europe escalated in 2015 and various international nonprofit organizations intervened in very different ways. For a brief comparison purposes, three organizations, Catholic Relief Services, International Rescue Committee, Jesuit Refugee Service, Caritas and Danish Refugee Council have been chosen to specifically look at their intervention after 2015.

Name	Catholic Relief Services	International Rescue Committee	Jesuit Refugee Service	Caritas	Danish Refugee Council
Mission	Our mission is	The mission of	JRS seeks to	Caritas shares	We assist

	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. (crs, n.d.)	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. (rescue, n.d.)	accompany, serve, and advocate the cause of refugees and other forcibly displaced people, that they may heal, learn and determine their own future. (jrs, n.d.)	the mission of the Catholic Church to serve the poor and to promote charity and justice throughout the world. (caritas, n.d.)	refugees and the displaced, protect their rights and empower them towards a better future. (drc, n.d.)
Faith-based	yes	no	yes	yes	no
Active 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	Education, protection	Basic Human needs,	Meeting basic human needs -	Site Management

	assistance, shelter, sanitation, medical care and translation services	from violence, livelihoods	Accompaniment, psychosocial support, advocacy, education	vital food, dignified shelters, and Medical, legal, social and psychological support and childcare	Support, Protection Monitoring and Legal Aid, non-formal education, restoring refugees' dignity and building their resilience
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Table II: Own composition.

Catholic Relief Services & Caritas

Catholic Relief Services is an international humanitarian agency founded in 1943 by the United States Conference of Catholic Bishops as a response to World War II (CRS, n.d.). Their presence in Europe since 2015 has been merely tight to provide financial support for Caritas operating around Europe. Caritas has been founded in 1897 in Germany and officially recognized in 1954 as an international network to reflect the Church's teaching on charity work, Caritas Internationalis (caritas.org, n.d.). Since then, by the side of local parishes, Caritas has been constantly growing as the official voice of the Catholic Church.

International Rescue Committee

With its wide experience, International Rescue Committee (IRC) started working in Germany in 2016 (IRC, 2019). Being founded as a response to Hitler's nazi dictatorship in 1933, IRC has been assisting refugees who arrive in Germany, not fleeing from it (Kastner, n.d.). As Table II shows, IRC has been rather an advisory body than offering direct services itself to refugees and migrants in Germany.

Danish Refugee Council

Danish Refugee Council (DRC) was founded in 1956 and since then, serves in Denmark and internationally to displaced in 30 countries around the globe (drc.org.nd)). DRC provides direct assistance and practices advocacy that are based on the Human Rights Declaration. Its strong belief in "durable solutions" that are meant to be permanent and lead to secure a normal living conditions are expressed in its continued commitment to advocate for refugees and forcibly displaced people.

Jesuit Refugee Service

These humanitarian organizations start offering their resources, either directly or indirectly with emergency response. Once the situation stabilizes, the organizations leave in order to use the needed resources in other regions. The accompaniment component of JRS mission is to provide more than an emergency response to those in need. In 2015, JRS response was reflected in providing shelters, food and drink, and healthcare. In addition, mediators and translators enabled to reach the core of its mission; to find appreciation of the moments that were shared with refugees through friendship and simple conversation (Carrière SJ, 2016).

Jesuit Refugee Service has always responded to various situations in a slightly different way by working from within with local communities. The organization has experienced expansion because of the continuous global needs. Its expansion model seen in Figure A could be defined as three dimensional: through the local partnerships, presence of the Society of Jesus, and the initial need for its services. Needs are at the core of JRS expansion model. Father Arrupe, founder of JRS in the guidance for this new ministry of the Society of Jesus emphasizes on the care for physical and spiritual needs of refugees and migrants (O'Brien, 2002). Following this call, JRS was established and so its services around the world. The glimpse of what makes JRS unique and different from other humanitarian agencies was noticed in 1981 during the meeting in Thailand:

“Our way of proceeding should consist essentially in a ministry of presence and sharing, of being with rather than doing for. Our value system and lifestyle is different from that of professionals. From our poverty (few funds, little experience, no transport) we were powerful and able to give the people a sense of their own worth and dignity.”

Thus the unique part of the JRS mission, ‘to accompany’ is an essential element in seeing the need in regions it decides to start its operations.



Figure A: Own composition, Source: Interview with Fr. Tom Smolich SJ, 2019

The growing influx of refugees required a greater coverage without making it too bureaucratic. The reason for that was to keep it as an apostolic mission of the Society of Jesus first and foremost. Thus, its expansion was based on Jesuit provinces with refugee problems around the world. The success of its expansion also lies in knowing what JRS is and what is not. JRS is an international organization because the refugee crisis is an international crisis and thus needs to be addressed that way. Once the things become local and unique to the community, it should be handed over to the other organizations, local church or local Jesuit province. An example of this took place in El Salvador, establishing a Jesuit Development Service to rebuild the country. The continuous growth was also enabled due to successful partnership over the years with various organizations, local churches and government agencies. This has essentially contributed to expanding JRS services in countries it would not have the capacity to fulfill independently without human and financial resources.

The seven core competencies illustrated in Figure B are inevitably related to the call of Pope Francis to welcome, promote, protect and integrate refugees and migrants. The work of JRS is more than a relief, humanitarian assistance. Considering a human being as a whole, with all their talents, abilities, knowledge, skills, desires and spirituality, JRS brings a different element to a humanitarian relief work. Through its programs, it offers accompaniment of refugees and migrants wherever they are or might go. The successful programs that JRS has launched particularly in Europe heavily focus on the competence of promoting a welcoming culture through advocacy. For example, JRS established “I Get You” (JRS Europe, 2019) as an

aim to tackle the growing xenophobia and racism in Europe through effective storytelling and community building. The aspect of community building is vital for building bridges. In addition, since its establishment, JRS has focused on elevating aspects that are already present in these communities. This strategy is based on Asset Based Community Development acknowledging assets that the people in those communities already have rather than keep focusing on their needs. Therefore, strengthening these initiatives and advocacy efforts is the key to sustainable change from within. Another JRS project, “Communities of Hospitality” aims to support relationship building between local residents and settled refugees in order to fight against xenophobia in Europe (jrs europe.org, n.d.). These relationships will eventually build communities that elevate the positive aspects of newcomers. Together, with Promoting Culture of Welcome and Reconciliation, Spiritual Dimension is another key competence of JRS.

The aspect of faith can be seen in Table II, seeing that these particular religious organizations did not necessarily start their operations in new countries as their presence has been tied to the presence of other faith-based organizations. This reflects a deeper understanding and connection to the local community. JRS’ most recent report on the aspect of faith in the refugee topic is inevitably inseparable. Dr. Rowlands (2019) has partnered with JRS UK in order to shed light on the importance of the Catholic social teaching in the area where migration policies are being shaped. The findings of her research are showing that faith is strongly engraved element reaching the economic, social and political aspects of refugee communities. Interviews with asylum seekers have also indicated the connectedness of faith and internal piece with a situation of an asylum system that is unjust and unpredictable.

JRS, as Catholic faith-based organization, is based on the official social teaching of the Church. Its work is inspired by the document called *Gaudium et Spes*, issued in 1965 that has become a leading pattern, a ressoning of its mission statement:

“The joys and hopes, the grief and anguish of the people of our time, especially of those who are poor or afflicted, are the joys and hopes, the grief and anguish of the followers of Christ as well” (Rowlands, 2019).



Figure B: Own composition, Source: Strategic Framework for JRS in Europe 2019-2021

As Sutton and Rao (2013) emphasize in their research, there is not a uniform way of scaling. Nonprofit organizations, especially humanitarian organizations often have to adapt quickly to new environments. Therefore, it can be assumed that their approach to scaling is rather Buddhist than Catholic taking into consideration the diversity of situations, environments and clients they serve in different regions of the world. However, looking closely at Caritas, its close ties to the church and the local parishes, its structure reflects more of a traditional catholic approach to scaling. This is in contrast to JRS scaling efforts done in the past; seeing the need and responding to it in the way that reflect accompaniment in the best way for the people to be served.

Due to these reasons, multidimensional integrated model for nonprofit organizational effectiveness developed by Sowa, Selden and Sandfort (2004) with a combination of strategic fit appears to be the most suitable to the nature of some nonprofit organizations. In that way, the understanding of the organizational effectiveness is grasped from both perspectives, the

management and programs while taking the external and internal factors into consideration. Using these strategies, the following section will briefly investigate on how these strategies have been applied in case of JRS expansion but more importantly, how it could be applied in its future expansion, especially in the case of Denmark.

PESTLE Analysis - Jesuit Refugee Service in Denmark

As a last part of analysis, this section aims to look at the expansion of Jesuit Refugee Service into Denmark as an implication of the expansion theories and the expansion practices that are unique to JRS. For this purposes, PESTLE analysis were conducted to evaluate the environment from the political, economical, social, technological, legal perspective. Due to a political and social shift, Denmark became a country of interest where the services of Jesuit Refugee Service are needed for asylum seekers, particularly the ones in asylum and deportation centers.

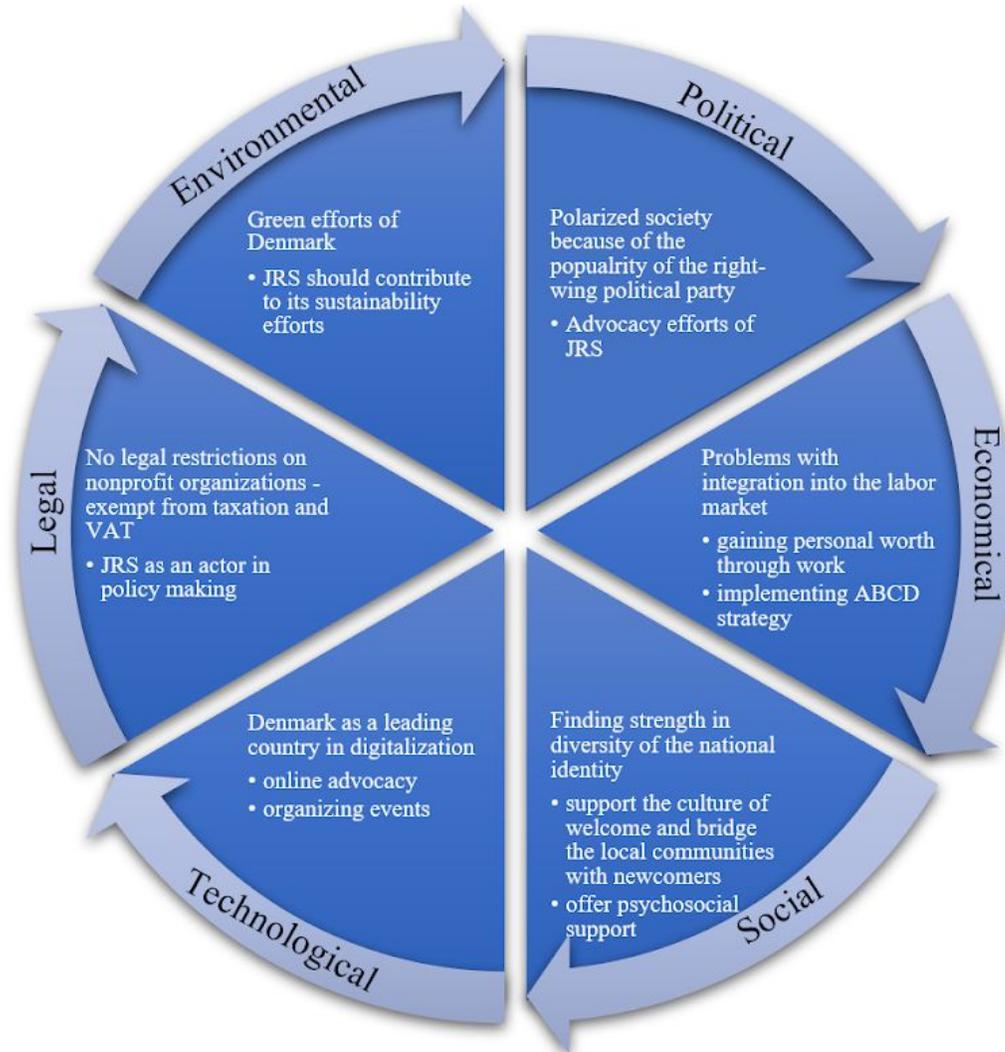


Figure C: Own Composition.

Political

Political environment has the biggest impact of the immigration situation in Denmark and thus has to be carefully evaluated. The main topic of parliamentary elections in 2015 was the so-called European “refugee crisis” and thus, Danish People’s party, defined as populist and nativist party has managed to create a center-right coalition and beat Social Democrats (Overgaard, 2019). The growth of the power of Danish People’s party was happening between 2001 and 2011 as it marked the political and societal polarization of the Danish society on the topic of immigration and refugees (Meret, Siim, 2018). As Overgaard (2019) stated, if and how the promised softening of immigration laws by Social Democrats is going to change is unknown. 2013, the government announced that it will establish two deportation centers and since 2015,

these centers were managed by The Danish Prison and Probation Services (Suárez-Krabbe, Lindberg, Arce-Bayona, 2018). This has created a hostile and inhumane conditions for rejected asylum seekers that are not in line with human rights regulations. Siim and Meret (2018) found that mobilizing citizens for pro-European, pro-refugee topics was easier at the local level. These groups were practicing advocacy, everyday activism and self-empowerment that was initiated by the marginalized groups themselves. Thus, the political aspect plays a significant role. For JRS, the polarized Danish society can be rather an opportunity than a barrier due to its experience in impactful advocacy work already practiced in Europe.

Economic

As the latest OECD economic survey indicates, living standards and wellbeing are high in Denmark (OECD, 2019). The current GDP per capita is at the level of \$60.596 which places Denmark on 15th place in the world (worldbank.org, 2018). However, the economy is not growing at a significant rate as the GDP per capita growth indicates to be 0.9%. One of the key aspects suggested in OECD report is to work on integration of refugees and migrants in order to boost their active presence on the job market. The authors continued that there is still significant inequality of refugee and migrant integration in municipalities across the country. It was suggested that to spread best integration practices to all municipalities and improve the integration-training programme in order to give create a long lasting impact. Despite the efforts, the data also showed that the integration of the refugees to the job market remains a challenge. Slightly positive trend can be seen as the employment rate of refugees in 2015 was at the level of 20% compared to 45% in 2018. The greater efforts to integrate will not only contribute to the wellbeing of refugees but would also contribute to the state finances through new influx of taxpayers.

JRS place is with people in deportation centers, who do not even have the right to be part of the job market in Denmark. Loneliness and separation is however, present not only among these in deportation centers but also refugees who were granted asylum but still feel the burden of displacement. The accompaniment part is very crucial here together with other projects based on Asset Based Community Development strategy.

Social

Social aspect is very closely tied to political aspect that causes polarization of the danish society. Not long ago, Denmark was country relatively welcoming to immigrants and refugees (Osaland, 2018). This has drastically changed the society that is based on equality and equality of opportunities for everyone. Culture of Scandinavian countries is heavily based on the Jante Law, a societal norm that describes that no member of society is better than the other and thus

equality of opportunities should be secured (Turausky, 2011). This should be the guiding light when building the immigration policies in these countries. However, what happened in the past few years in Sweden and in Denmark too is that the understanding of the Jante Law became limited to the social class in terms of income and gender. However, ethnicity as diversity that is currently on a rise in these countries is seen rather as a threat than something that should be cherished and cultivated. It is believed that this sudden shift was impacted by the New Racism, a term that is used to describe the current situation - a form of racism that is more indirect, subtle, and even more divisive (Sniderman, Piazza, Tetlock, Kendrick, 1991). As a result, Danish government implemented policies that are directly reflecting this shift in society. Asylum centers and deportation centers were built far from local communities in order to create social separation and “unwelcoming” environment (Osaland, 2018). According to Canning (2018), this separation with no possibilities to be part of the social network creates even greater problems and often leads to a rise in criminal activities. Also, due to the placement of these centers and the lack of transportation there, it is difficult for the volunteer groups to work more frequently with them.

Services of JRS could support the activities of already existing groups and provide services that are unique to them. Psychosocial support is very needed, especially in deportation centers where residence face unknown situation on a daily basis and the separation creates a very hostile environment for them. Also, JRS as a new organization in Denmark could become a bridge between the local community and asylum seekers, especially among the faith communities.

Legal

In Denmark, forming an organization has always been supported on the basis of liberty, and had never had a legal restriction, as it is protected by § 78 of the Danish Constitution (Ibsen, Habermann, 2005). In order to receive public funding, the organizations need to register by receiving CVR number and establish *nemkonto*, an account that all citizens, businesses and institutions have for various financial transactions. The organization is automatically exempt from VAT and taxation as long as it operates with the organization’s objectives.

The cooperation with the public sector is very important as it helps to inform the local communities and citizens about the activities of the organization and support it. This is expressed in the Social Services Act that aims to protect and enhance the cooperation of the public and third sector. Lastly, it is encouraged to be involved in public policy making as the organizations have often different and more accurate position towards the problem that are trying to solve in the society. As one of the volunteers expressed:

“Civil society/the voluntary sector is often the place where social problems and the lack of solutions are discovered and pinpointed and organisations and volunteers have often a closer and special contact to the needy and various user groups. A ‘bottom-up’ participation where voluntary organisations have an influence on public policies will therefore qualify the decision making bodies.”

JRS strength in Europe lies in advocacy. Thus, positive environment towards organizations taking part in policy making would be a crucial element of JRS’ presence in Denmark.

Technological

Digital Economy and Society Index (2017) indicates that Denmark was a leading country in the EU in digitalization. 94% of the population is actively engaged in the use of online platforms for various purposes (Christensen, 2017). This makes it an ideal environment to reach citizens in JRS’s advocacy efforts. Active presence on any kind of social media platforms and overall technological literacy is an important element for launching campaigns, organizing local events and making ordinary citizens interested in the issue of government’s treatment of asylum seekers.

Environmental

Denmark has historically felt tied to the land and the water. This made them very conscious about the environment that they are co-creating around them. From building the energy efficient buildings, making renewable energy, green waste management to green transportation, Danish society puts the green choices in the forefront of what they do (denmark.dk, 2019). On top of that, Denmark has developed its own specific action plan to do its part in achieving the UN’s Sustainable Development Goals by 2030 in environmental sustainability and many others. Therefore, when entering and starting operations in Denmark, JRS should keep in mind the green efforts that the country is working towards achieving.

Summary of PESTLE Analysis

The brief overview of the external factors for entering Denmark for Jesuit Refugee Service presents fairly favorable environment for the entrance. There are no significant barriers that would make it difficult for JRS start offering its services in Denmark. The social and political aspects create certain concerns that are in fact, also an opportunity for JRS to advocate for and work on reconciliation that is one of the main pillars of JRS’ work.

Implications and Recommendations

This section provides the implication of the findings from the literature review and the interviews. 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 nonprofit 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 times 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.

As Fr. Smolich SJ noted during the interview, faith is central to the services that JRS offers. The Figure 4 shows its positioning among the secular and religious organizations. Fr. Smolich SJ also mentioned that compared to the secular organizations, JRS works with the aspect of beliefs as part of the people's identity. On the other hand, it deals with it in a non-exclusive and sensitive mater.

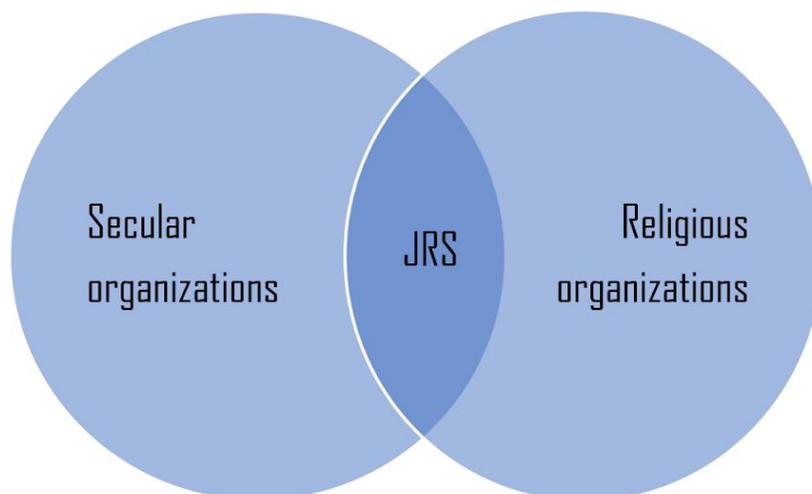


Figure D: Own composition, Source: Interview with Fr. Smolich SJ, 2019

Based on a literature review, interviews and observations of the interventions during the so called ‘‘refugee crisis’’ in Europe, four recommendations have been drawn that create a discussion around the research questions in the introduction of this project:

1. 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. First, the organization has to conduct a needs assessment, the analysis of the environment that it wishes to enter and the internal capacity from the perspective of operations and funding. Secondly, often times overlooked, is understanding the value that the organization is bringing and how it differs from the already existing players. If there is no added value, the partnership is a cost-effective option to enter the market to avoid multiplication of efforts and share the financial resources, knowledge and experience.

2. New understanding of expansion - expansion from within

As already mentioned, one must understand the diversity of a third sector. Despite the continuous growth of JRS, the interview revealed a new perspective on expansion. 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. Through this, the organization is getting closer to the local communities, gaining their trust and building on top of the assets that the communities have to offer. As reviewed in literature, this is based on ABCD strategy that is sustainable and long-lasting approach.

3. 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' presence in Denmark. It is important for JRS to cooperate with and support the volunteer groups that have been working in asylum centers and deportation centers for some time and thus use networking aspect to build relationships with constituents. While working directly with refugees and migrants on the ground, it is important to continue its advocacy efforts in Denmark in the matter that is culturally appropriate to the Danish society. The cultural aspect here is particularly important as it shapes the national identity and it is a factor that drives the societal and political changes in the society.

4. 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. The organizations offer material support such as food, clothing to asylum seekers that is vital in these situations. The emphasis is given on the aspect of education and psychosocial support that support the intellectual and emotional development of people on the move. What is being overlooked is a third aspect that is the spiritual dimension of people. As discussed with Doyle and Fr Smolich SJ during the interviews, both emphasized elevating this aspect, as faith is for many people the only thing that remained and what essential builds resilience. The JRS' accompaniment element of the mission is in many cases all that asylum seekers need in times of unknown, waiting and hardships that come with assimilating to a new country.

Conclusion

The aim of this capstone project was to explore and understand the expansion models and strategies of the nonprofit organizations. The stronger emphasis was given towards the work and expansion strategies of international humanitarian organizations during the so called “refugee crisis” in Europe, particularly of Jesuit Refugee Service that is unique to others in the area of humanitarian work. As the literature offers a limited resources on the expansion strategies in the third sector, some theories discussed are modification of the ones from the private sector. It showed that analysis of external and internal environment in a combination with effectiveness of programs and management is essential for the scaling success. This capstone project has also opened a door to a discussion around the definition of the expansion theories and strategies in a third sector. The PESTLE analysis of the external environment has provided a starting point in creating a full needs assessment before starting the operations and programs in a new country, Denmark. JRS’ clear orientation of its scaling efforts is unique to the other organizations in the sector. Being tied to the religious order of the Society of Jesus and inspired by the social teaching of the Catholic Church, JRS is expanding based on its expertise and the need for its programs in various regions around the world.

The aspect of faith and inclusion of the spiritual dimension to the work with refugees and migrants became a central piece of this capstone project. The faith-based element of the organization was elevated by all interviewees working at JRS but also supported by literature. Faith plays in the lives of many asylum seekers an integral part. Therefore, re-thinking how organizations scale their operations and how their programs address the whole person, including spiritual dimension, is essential not only for raising their credibility but for deliver their services in the most effective way possible.

The opportunity for development of this project starts with the actual communication with the recipients of the services from various organizations that would bring validation to the assumptions. Conducting focus groups and interviews with asylum seekers would provide greater understanding of the situation.

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Author's Bio

Barbora is completing Master of Nonprofit Administration at the University of San Francisco this summer. She considers it to be the combination of her passion and commitment to contribute to the society. Besides that, being part of an Alumni Engagement team of the Development Department at the University of San Francisco is contributing to the practical implication of this learning experience. Barbora has an international background which she considers to be her greatest asset as she believes that it is through the human interactions that we grow. She was born and raised in Slovakia, led to be persistent from the early childhood. Since the age of 7, she was attending piano classes and was a member of a professional choir where she has been already developing skills to be used in her professional development. During her high school, she took part in the Model European Parliament, the educational project of the European Union Comenius programme, and many other activities. Slowly but surely, she has started her professional growth. Desire to study in a different country was a response to her longing for something more. She moved to Denmark to pursue a degree in Finance. During her time in Denmark, she became a volunteer in a student organization Studenthouse and the Catholic Church of our Lady in Aarhus. However, for the past three years, she was focusing on the Solidarity Project, an outreach activity that she is co-created. During her studies, she temporarily moved to Tel Aviv where she worked as a business developer in a creative startup Dreame. Finalizing her undergraduate studies, her ways led back to Palestine where she cooperated with Edward Said National Conservatory of Music of Palestine and worked on building their fundraising strategy. After seeing the direct impact that the Conservatory had on its students and on the community, she was sure about her career path. Her next journey led to Lebanon where she spent four intense weeks working with Jesuit Refugee Service and Order of Malta, learning their practices and the importance of their presence in the country. Barbora believes that to be active in the community we live in is our civic obligation. Her aim is to create a sustainable change that will serve to the marginalized in society.