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**The Expression of Values
in the Context of Non-Governmental
Development Organisations:**

A Case-Study of Oxfam New Zealand

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the degree of

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Abstract

This thesis is an exploratory study of the ‘expression of values’ within development organisations. I consider the value-bases of the economic and humanist paradigms of development, the nature of values and their relation to both organisational and personal positions, and how these impact on non-governmental development organisations (NGDOs). The expression of development values is embedded in theory, in practice modalities, in organisational structure and function, and in personal beliefs, attitudes and behaviours. Development values are also inherent in statements of an organisation’s vision and mission. More often than not these values are implicit, and do not always match with the organisation’s operations.

In the course of this exploration I draw on the broad history of development paradigms, the influences of moral philosophy, and the evolution of NGDOs. I acknowledge the complexity of ‘development’, evident in the multiplicity of players and the multi-disciplinary nature of development in practice.

A case-study of Oxfam New Zealand illustrates the significance of values and their relevance to operational functioning. My research methodology involved open-ended questionnaire techniques and analysis of secondary resources drawn from Oxfam publications. Analysis of findings reveals an interdependence between words and their meanings and the interpretation of both organisational and personal values. When the results of the case-study are aligned with the literature, my conclusions make a case for stronger articulation of values as an important future role and function of NGDOs, including Oxfam New Zealand. Values represent the *why* of development that shapes the *how* of development practice, and thus explicit values can enhance organisational strength and power.

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Abbreviations

AUSAID	Australian Agency for International Development
CARE	Cooperative for Assistance and Relief Everywhere, Inc. (Originally “Cooperative for American Remittances to Europe”)
CBO	Community Based Organisation
CID	Council for International Development
Corso	Council for the Organisation of Relief Services Overseas
CSO	Civil Service Organisation
DAC	Development Assistance Committee (of OECD)
EU	European Union
GDP	Gross Domestic Product
GNP	Gross National Product
GRO	Grass-Roots Organisation
HDR	Human Development Report
IDEA	International Development Ethics Association
ICRC	International Committee of the Red Cross
IFIs	International Finance Institutions
IMF	International Monetary Fund
INGO	International Non-Governmental Organisation
MDGs	Millennium Development Goals
MFAT	Ministry of Foreign Affairs & Trade
MSF	Médecins Sans Frontières
MNC	Multi-national Corporation
NGO	Non-Governmental Organisation
NGDO	Non-Governmental Development Organisation
NPI	Non-Profit Institution
NZAID	New Zealand International Aid and Development Agency
OECD	Organisation for Economic Co-operation and Development
ODA	Official Development Assistance
PNG	Papua New Guinea
PRSPs	Poverty Reduction Strategic Programmes
PVO	Private Voluntary Organisation
RAMSI	Regional Assistance Mission to Solomon Islands
RBA	Rights-Based Approach
SAPs	Structural Adjustment Programmes
SWAps	Sector-wide approaches
TNC	Trans-national Corporation
UK	United Kingdom
UN	United Nations
UNESCO	United Nations Economic and Social Council
US	United States (of America)
USAID	United States Agency for International Development
WB	World Bank
WTO	World Trade Organisation