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**ASSESSMENT OF THE ROLE OF
TRANSFORMATIONAL LEADERSHIP IN
HUMANITARIAN ORGANISATIONS:**

**THE CASE STUDY OF THE INTERNATIONAL FEDERATION OF RED
CROSS AND RED CRESCENT SOCIETIES, AFRICA ZONE**



Abstract

This thesis presents a study exploring the role of transformational leadership in humanitarian organisations with a focus on the International Federation of Red Cross and Red Crescent Societies (IFRC). IFRC's ambitions and motivation to 'do more, doing better, reaching further', while laudable, are not fully matched with the required institutional leadership and capacity. Lack of institutional capacity or the availability of resources, individualism, decentralized decision-making, lack of investments in quality staff and retention are important organizational leadership issues that pose challenges within many parts of the IFRC. This study focused on the key transformational leadership characteristics, namely: vision, individualism, motivation and employee empowerment that have not been holistically assessed on how they affect the role of transformational leadership especially in humanitarian organisations. To achieve the main objective of the study, a survey of five regional and ten country offices of the IFRC Africa zone was conducted in a proportionate representation using Survey Monkey administered to 160 key staff. The study findings were tested using four hypotheses based on Pearson's rank correlation and regression analysis. Three null hypotheses proved that there was a form of relationship between the independent variables and the dependent variable to varying degree. Aspects of vision, individualism and motivation and change produced high correlations. However, there was a weak correlation on the aspect of empowerment, indicating less significant correlation with transformational leadership. The evidence illustrates that humanitarian organisations should develop policies that embrace transformational leadership characterized by shared vision, motivation, drive for change and an individualistic approach that fosters growth of innovation and team work.