

# **SUCCESSION POLICY OF MASHAL**



**Mashal**  
**20-c, Patliputra Colony, Patna,**  
**Bihar**

## FOREWORD BY THE PRESIDENT

Mashal has always been committed to serving marginalized and vulnerable communities with dedication, integrity, and a strong sense of responsibility. As an organization working for social development, it is important that our mission, values, and programmes continue to grow and serve communities effectively across generations of leadership.

The Succession Policy of Mashal has been developed to ensure continuity, stability, and good governance within the organization. It provides a clear framework for the planned transition of leadership and key management positions so that the work of the organization continues smoothly without disruption. The policy also encourages the development of future leaders within the organization who share the vision and commitment of Mashal.

Effective succession planning is an essential part of responsible organizational management. It helps strengthen institutional capacity, promotes transparency in leadership transitions, and safeguards the long-term sustainability of the organization.

I encourage all members of the Governing Body, staff, and associates of Mashal to understand and support the implementation of this policy so that together we can continue our mission of empowering communities and promoting sustainable development.



Sister Mary Alice,  
President  
Mashal  
Patna, Bihar

## **1. Introduction**

Mashal is committed to ensuring strong governance, leadership continuity, and long-term sustainability of its mission and programmes. As an organization working with vulnerable and marginalized communities, it is essential that leadership transitions are planned carefully to ensure that organizational activities continue without disruption.

The Succession Policy provides a structured framework for identifying, preparing, and transitioning leadership and key management positions within the organization. It helps ensure that Mashal maintains effective leadership, institutional memory, and accountability at all times.

This policy also reflects Mashal's commitment to good governance, transparency, and responsible management in accordance with best practices followed by non-profit organizations.

## **2. Purpose of the Policy**

The purpose of this policy is to:

1. Ensure continuity of leadership and management in Mashal.
2. Minimize disruption in programmes and administrative functions during leadership transitions.
3. Establish a transparent and fair process for leadership replacement.
4. Strengthen institutional capacity by preparing potential leaders within the organization.
5. Safeguard the mission, values, and long-term vision of Mashal.

## **3. Scope of the Policy**

This policy applies to succession planning for the following key leadership and management positions in Mashal:

- President
- Members of the Governing Body
- Secretary cum Executive Director
- Programme Officers
- Unit Directors / Project Coordinators

- Finance Manager and other key managerial positions identified by the Governing Body.

The policy covers both **planned succession** and **emergency succession** situations.

#### **4. Guiding Principles**

Succession planning in Mashal will be guided by the following principles:

##### **4.1 Continuity of Mission**

Leadership changes should not disrupt the core mission, programmes, and services of the organization.

##### **4.2 Transparency and Accountability**

Succession decisions will be taken through transparent processes and approved by the Governing Body.

##### **4.3 Merit and Competence**

Selection of successors will be based on relevant qualifications, experience, leadership ability, and commitment to Mashal's values.

##### **4.4 Institutional Strengthening**

Succession planning will promote internal leadership development and strengthen organizational capacity.

##### **4.5 Ethical Leadership**

Future leaders must demonstrate integrity, accountability, and commitment to the welfare of the communities served by Mashal.

#### **5. Key Positions Requiring Succession Planning**

The Governing Body shall identify and periodically review key positions that require succession planning. These include:

##### **5.1 President**

The President provides overall leadership to the Governing Body and ensures that the organization functions according to its mission and policies.

##### **5.2 Secretary cum Executive Director**

The Secretary cum Executive Director is responsible for the overall management of the organization, including programme implementation, administration, and coordination with stakeholders.

### **5.3 Governing Body Members**

Members of the Governing Body provide strategic direction, policy oversight, and governance support to the organization.

### **5.4 Senior Management Positions**

Programme Officers, Unit Directors, Finance Manager, and other senior staff play critical roles in implementing programmes and managing operations.

## **6. Succession Planning Process**

### **6.1 Identification of Potential Leaders**

Mashal will identify staff members who demonstrate leadership potential and commitment to the mission of the organization.

Potential leaders may be identified based on:

- Experience and performance
- Leadership and decision-making ability
- Commitment to community development
- Ability to manage programmes and teams.

### **6.2 Capacity Building and Leadership Development**

To prepare potential successors, Mashal will promote leadership development through:

- Training and capacity-building programmes
- Mentoring by senior leaders
- Participation in strategic planning and decision-making
- Delegation of responsibilities in programme and administrative work.

### **6.3 Documentation and Knowledge Transfer**

To ensure continuity, key leaders must maintain proper documentation of:

- Programme activities
- Financial records
- Administrative procedures
- Donor commitments and reporting requirements.

During leadership transition, a proper **handover process** will be conducted to transfer knowledge, responsibilities, and relevant documents to the successor.

## 7. Emergency Succession Planning

Emergency succession planning is necessary when a key leader suddenly becomes unable to perform their duties due to resignation, illness, death, or any unforeseen circumstances.

### 7.1 Emergency Succession for Secretary cum Executive Director

In case the Secretary cum Executive Director is unable to continue their duties:

- The **Governing Body will appoint an Interim Executive Director** from among the senior staff or Governing Body members.
- The interim appointment will ensure continuity of programme operations and administrative functions.
- The Governing Body will initiate the process for identifying a permanent successor.

### 7.2 Emergency Succession for President

If the President is unable to perform their role:

- The **Vice President or another designated Governing Body member** will assume the responsibilities temporarily.
- The Governing Body will elect a new President as per the organization's rules.

### 7.3 Continuity of Programme Operations

In emergency situations:

- Programme Officers and Unit Directors will ensure that ongoing programmes continue without interruption.
- Financial and administrative responsibilities will be temporarily assigned by the Governing Body.

## 8. Planned Leadership Transition

Planned transitions may occur due to retirement, completion of tenure, resignation with prior notice, or strategic leadership changes.

### 8.1 Timeline for Leadership Transition

Whenever possible, the transition process should begin **3 to 6 months before the expected vacancy**.

During this period:

- Potential candidates will be identified.
- Responsibilities will gradually be transferred.
- Necessary orientation and training will be provided to the successor.

## **8.2 Selection of Successor**

The Governing Body will review potential candidates through:

- Internal selection from qualified staff members, or
- External recruitment if necessary.

The selection will be based on:

- Professional qualifications
- Leadership experience
- Commitment to the vision and mission of Mashal
- Ability to manage programmes and partnerships.

## **8.3 Approval of Appointment**

All leadership appointments will be formally approved by the **Governing Body through a resolution.**

## **9. Board Succession Planning**

Effective governance requires periodic renewal and strengthening of the Governing Body.

To ensure continuity and diversity of leadership:

- The Governing Body will identify individuals with relevant expertise in social development, education, finance, law, or community leadership.
- Potential board members will be invited based on their commitment to the mission of Mashal.
- Orientation will be provided to new members regarding organizational policies, programmes, and governance responsibilities.

## **10. Handover Procedures**

During leadership transitions, the outgoing leader shall ensure a proper handover process which includes:

- Transfer of official documents and records

- Introduction to key partners, donors, and stakeholders
- Orientation regarding ongoing projects and commitments
- Sharing of strategic plans and organizational priorities.

A written **handover note or report** should be prepared to support the transition.

## **11. Role of the Governing Body**

The Governing Body of Mashal is responsible for:

- Overseeing the implementation of this Succession Policy
- Identifying and approving successors for leadership positions
- Ensuring smooth transition of leadership
- Safeguarding the mission, vision, and values of the organization.

## **12. Monitoring and Review of the Policy**

This Succession Policy will be reviewed periodically by the Governing Body to ensure that it remains relevant and responsive to the needs of the organization.

Any amendments to the policy will be approved through a formal resolution of the Governing Body.

## **13. Conclusion**

Succession planning is an important aspect of good governance and organizational sustainability. By implementing this policy, Mashal aims to ensure that leadership transitions are well planned, transparent, and aligned with the mission of the organization.

Through careful preparation and capacity building, Mashal will continue to strengthen its institutional leadership and remain committed to serving marginalized communities with dedication and integrity.

## **Annexure 1**

### **Succession Planning Matrix**

**Mashal, Patna**

<b>Key Position</b>	<b>Current Responsibility</b>	<b>Potential Successor (Internal)</b>	<b>Development Needed</b>	<b>Interim Responsibility in Emergency</b>
President	Provides overall leadership to the Governing Body and ensures strategic direction	Senior Governing Body Member	Orientation on governance and policy oversight	Vice President / Senior Governing Body Member
Secretary cum Executive Director	Overall management of programmes, administration, partnerships, and organizational strategy	Senior Programme Officer / Governing Body nominated person	Leadership training, financial oversight, donor coordination	Senior Programme Officer or Governing Body Appointee
Programme Officer	Programme planning, supervision of projects, reporting, coordination with field teams	Project Coordinator / Senior Field Staff	Project management training, reporting skills	Senior Project Coordinator
Finance Manager / Accounts Officer	Financial management, budgeting, compliance, audit preparation	Assistant Accounts Staff	Training in financial systems, donor compliance	Secretary cum Executive Director
Unit Director / Project Coordinator	Implementation of field programmes and supervision of staff	Senior Community Mobilizer / Field Coordinator	Programme management and leadership training	Programme Officer

The Succession Planning Matrix will be **reviewed periodically by the Governing Body** to identify leadership gaps and prepare potential successors.

## **Annexure 2**

### **Emergency Succession Flow Chart**

**Mashal**

## **1. If the Secretary cum Executive Director is Unable to Serve**

Immediate steps:

1. Governing Body is informed immediately.
2. Governing Body convenes an emergency meeting.
3. Interim leadership is appointed.

### **Temporary Responsibility**

Secretary / Executive Director

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Senior Programme Officer / Governing Body Appointee

↓

Programme operations continue without interruption

Within **60–90 days**, the Governing Body will:

- Review potential internal candidates
- Consider external recruitment if required
- Appoint a permanent successor.

## **2. If the President is Unable to Serve**

President

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Vice President assumes responsibilities temporarily

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General Body elects a new President according to organizational rules.

## **3. Continuity of Programme Operations**

To ensure programmes are not disrupted:

- Programme Officers supervise project implementation.
- Finance team continues financial management and compliance.
- Unit Directors maintain field operations and reporting.

## **Annexure 3**

### **Leadership Development Plan**

To ensure long-term sustainability of leadership, Mashal will promote the following:

## **1. Capacity Building**

Potential leaders will receive training in:

- Organizational management
- Financial accountability
- Programme planning and monitoring
- Donor reporting and compliance.

## **2. Mentoring System**

Senior leaders will mentor emerging leaders through:

- Guidance in decision-making
- Exposure to strategic planning
- Participation in key meetings.

## **3. Delegation of Responsibilities**

Staff with leadership potential will gradually be given:

- Responsibility for programme coordination
- Supervision of staff teams
- Participation in external representation of the organization.

## **Annexure 4**

### **Leadership Handover Checklist**

During leadership transition, the outgoing leader should hand over:

#### **Administrative Documents**

- Organizational registration documents
- Policy manuals
- Staff records.

#### **Programme Documents**

- Project proposals and agreements
- Progress reports and donor reports
- Monitoring and evaluation records.

#### **Financial Documents**

- Financial statements
- Audit reports
- Bank details and financial records.

### **Stakeholder Information**

- Donor contacts
- Government department contacts
- Partner organizations.

A written **handover note** must be prepared and submitted to the Governing Body.

**1<sup>st</sup> version Approved by** Governing Body of Mashal on **Date:** 12.07.2025

Valid from 12.07.2025 to 30.06.2028

*Chinnamma*

Chinnamma KC,

Secretary,

Mashal

