

Report For:
SAMPLE REPORT

Report Generated On:
20 Nov 2025

About CNPL BoardPulse2.0 Self-Assessment Tool

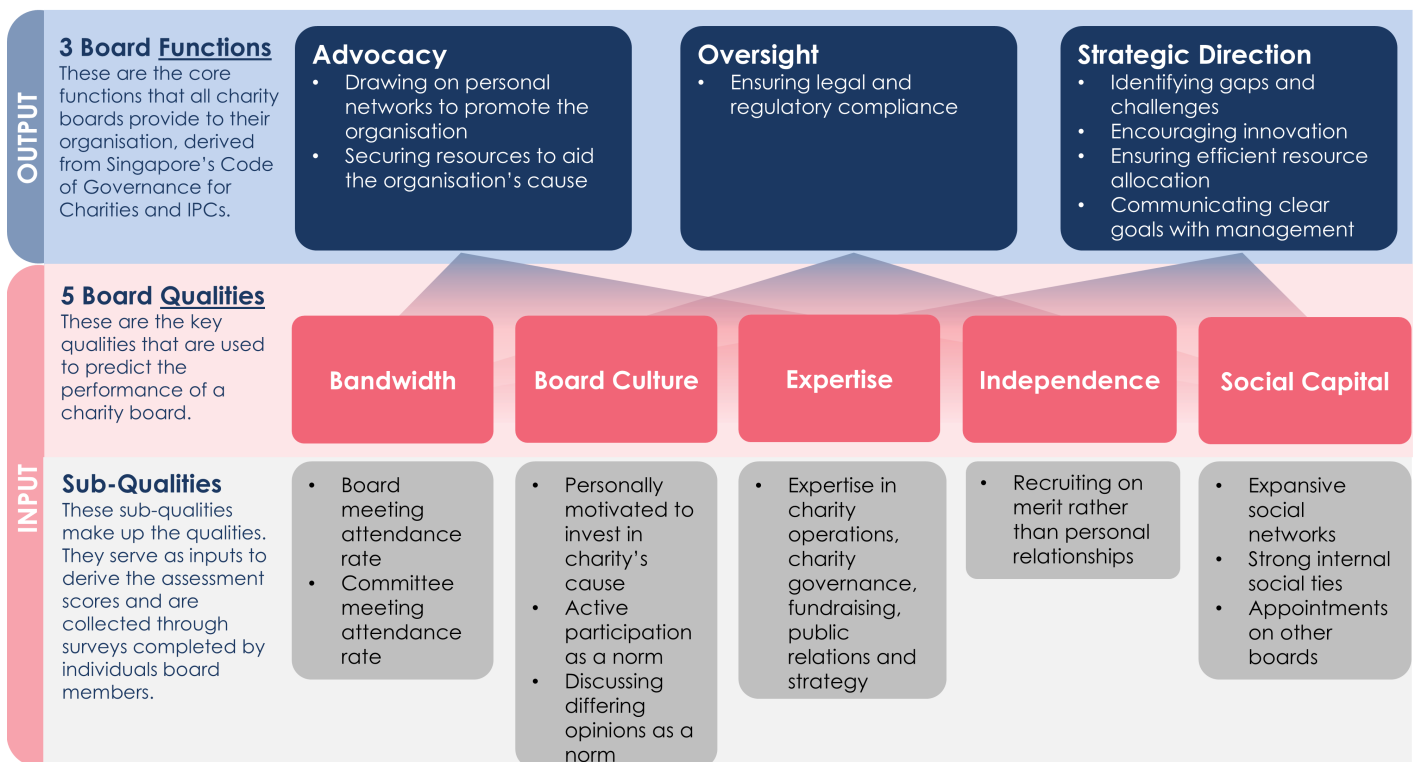
BoardPulse2.0 is a self-assessment tool developed by NVPC to enable charity boards to evaluate and strengthen their leadership and governance effectiveness. In this BoardPulse2.0 report, your results are presented as scores mapped to the Charity Board Performance Framework, offering a structured lens to guide board-level conversations and continuous improvement.

Context

In 2024, NVPC conducted the **Charity Board Leadership Study 2025 (CBLS 2025)** where 1,281 individual board members across 117 charity boards (see the technical report of CBLS 2025 for more details on methodology) were surveyed to deepen our understanding of charity board performance, with a focus on how specific board qualities influence performance across board functions. Based on the insights of this study and with reference to the Charity Council's Code of Governance for Charities, the Institutions of a Public Character (IPCs) in Singapore, the Commissioner of Charities' compliance framework for charity boards, and the Charities Act 1994, and a review of the academic literature on charity boards, NVPC developed the CBLS 2025 **Charity Board Performance Framework** and the self-assessment tool - **BoardPulse2.0** to guide charities in strengthening their Boards.

The **Charity Board Performance Framework** sets out three core functions every charity board must deliver for its organisation, and the five corresponding qualities that will shape how well those functions are performed. Each quality is further unpacked into specific sub-qualities showcasing its observable behaviour indicators that support board assessment and action-planning.

CBLS 2025 Charity Board Performance Framework



How to read this report

In this report, you will find your Board's performance scores mapped to the **Charity Board Performance Framework** and your Board performance scores are benchmarked against all charities surveyed in CBLS 2025 and further compared against charities of similar IPC status, financial size and sector. Please note that these scores are computed from Board members' individual responses and they provide an indicative read of your Board performance and not a definitive evaluation or a 360 review.

Interpret these results in the context of your Board's strategy, lifecycle stage, recent composition changes, and operating environment. The intention of this report is to guide structured discussion and inform action planning.

Objective of the benchmarks

These benchmarks are designed to support peer comparison for your Board's internal review and development planning. They are not intended for competitive ranking, external monitoring or compliance assessment. Benchmarks reflect only participating charities of the CBLS 2025 and may not represent the entire sector. No identifiable information will be shared with regulators without explicit consent from the charity.

Use these performance scores to kick-start a conversation on strategic board development and prioritise follow-up actions. Always factor in your Board's unique context when interpreting these scores.

How to use this report and what you will find in this report

1. Share the report with your Board members and senior leadership.
2. Start with page 5 for a quick overview of your Board performance scores and corresponding benchmarks on the requisite board functions - **Advocacy, Oversight, Strategic Direction**.
3. Use page 6 to 8 as a guide to understand the analysis of your performance scores, identify areas done well and areas of improvement.
4. Refer to page 10 to 11 for an in-depth analysis of your performance scores of the respective board qualities and its benchmarks.
5. Refer to page 12 for a full overview of your Board performance scores benchmarked against charities of similar financial size, status and sector.
6. Make use of the CNPL BoardPulse **Action Planning Template** to facilitate discussions and forward planning.

Disclaimers

The results in this report are based on the survey responses provided by the participants during the survey period. Participation details are provided on page 4. If there have been significant changes to the board composition since the survey period or the participation rate is low, results may not be reflective of actual board performance.

If you require support regarding CNPL BoardPulse2.0

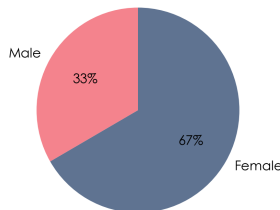
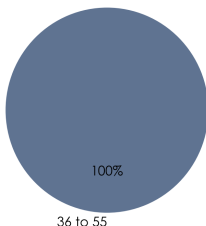
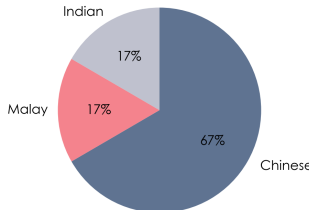
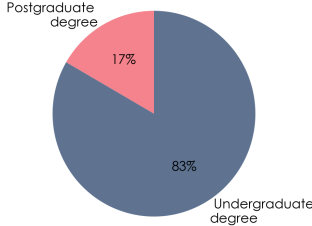
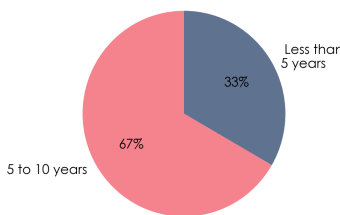
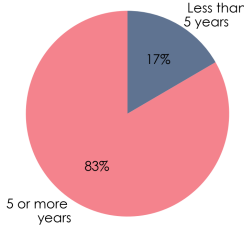
Please contact boardpulse@nvpc.org.sg

Survey Participation Details for
SAMPLE REPORT

Assessment Details

Assessment Period	Charity Profile	Board Member Participation Rate
Start Date: 15 March 2025 End Date: 27 March 2025	Size: Less than \$10,000,000 Status: IPC Sector: Social & welfare	6 out of 6 (100%) board members completed the CNPL BoardPulse survey.

Demographic Attributes of your Charity Board

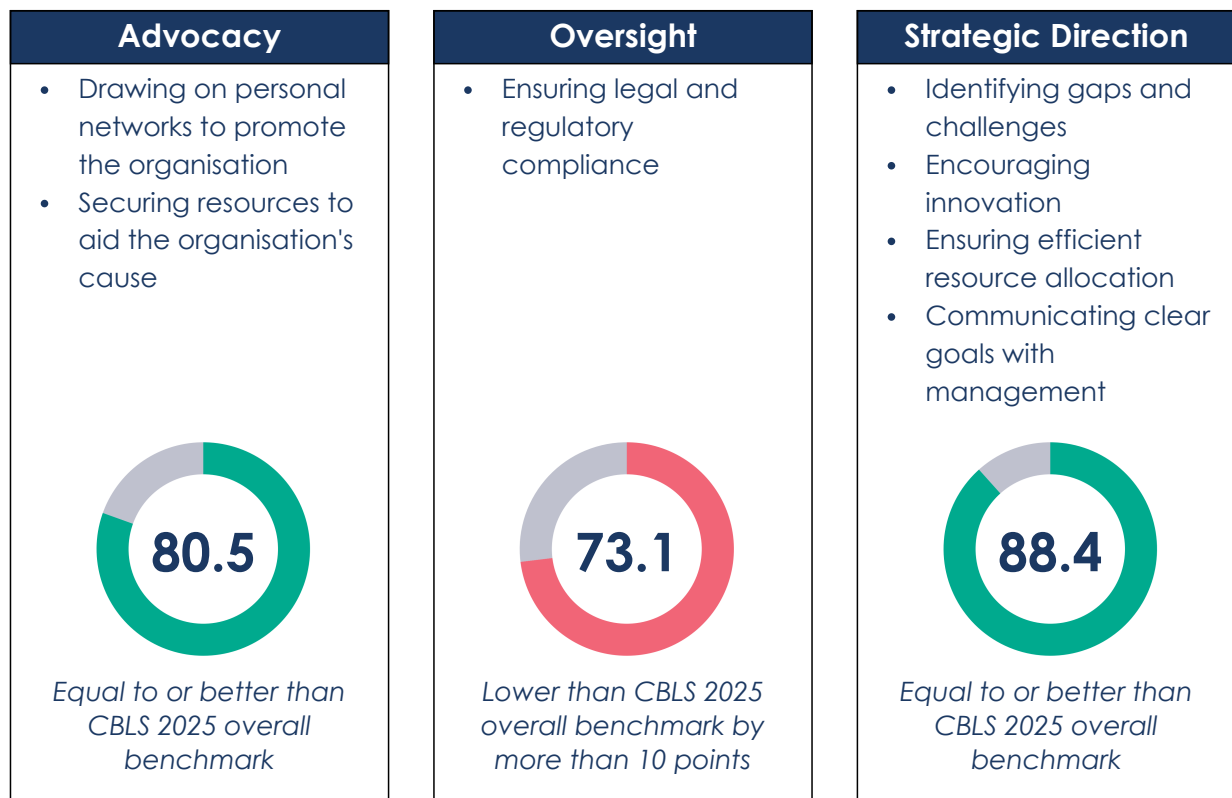
Gender  <table><tr><th>Gender</th><th>Percentage</th></tr><tr><td>Male</td><td>33%</td></tr><tr><td>Female</td><td>67%</td></tr></table>	Gender	Percentage	Male	33%	Female	67%	Age  <table><tr><th>Age</th><th>Percentage</th></tr><tr><td>36 to 55</td><td>100%</td></tr></table>	Age	Percentage	36 to 55	100%	Ethnicity  <table><tr><th>Ethnicity</th><th>Percentage</th></tr><tr><td>Chinese</td><td>67%</td></tr><tr><td>Indian</td><td>17%</td></tr><tr><td>Malay</td><td>17%</td></tr></table>	Ethnicity	Percentage	Chinese	67%	Indian	17%	Malay	17%
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Unique education subjects  2	Unique industry experiences  6	Other board commitments (average)  1.0																		

Overall Performance Scores for SAMPLE REPORT

The scores in this page show how well your Board is performing on requisite board functions - Advocacy, Oversight, and Strategic Direction. The scores are benchmarked against all charities that participated in the CBLS 2025. Detailed analysis of these scores can be found on pages 6 to 8.

Usage Notes

- Identify functions that are performing at less than overall benchmark level (marked yellow or red).
- Refer to analysis on respective detailed results pages to identify recommended focus areas that could be addressed to improve performance.



Please refer to page 12 for a complete overview of your Board performance scores benchmarked against charities of similar financial size, status and sector.

Detailed Analysis of Performance Scores for

SAMPLE REPORT

1. Advocacy

Advocacy reflects the extent to which individual board members actively promote the charity and expand its external reach. This includes engaging with external stakeholders to build or sustain partnerships, speaking positively about the charity to outside audiences, and leveraging personal networks to identify resources or connections.

This category recognises the board's role as ambassadors and connectors who help the charity grow its influence and access new opportunities. More frequent and proactive involvement helps to raise the charity's profile and strengthen its support base, shaping opportunities for future broadening engagements.

Impact of Sub-Qualities on Advocacy - Based on Charity Board Leadership Study 2025's Charity Board - Performance Framework Applicable to All Charity Boards		Your Charity Board's Overall Performance for Advocacy	 80.5 Overall Recommendation: To Sustain
Quality	Sub-Quality	Recommended Improvement Areas Based On Your Charity's Scores	
Board Culture	Personally motivated to invest in charity's cause	Prioritise Improvement	
Social Capital	Strong internal social ties	To Sustain	
Bandwidth	Committee meeting attendance rate	Prioritise Improvement	
Board Culture	Active participation as a norm	Prioritise Improvement	
Expertise	Expertise in public relations	To Sustain	
Board Culture	Discussing differing opinions as a norm	To Sustain	
Expertise	Expertise in fundraising	To Monitor	
Social Capital	Appointments on other boards	To Monitor	
Social Capital	Expansive external social networks	To Sustain	
Bandwidth	Board meeting attendance rate	To Monitor	

2. Oversight

Oversight captures board members' contributions to core governance responsibilities, including fulfilling legal and fiduciary duties through active engagement such as in reviewing budgets and financial plans, and ensuring compliance with regulatory and governance standards.

This measure is central in ensuring effective accountability and alignment between board efforts and what the board collectively values in maintaining good governance.

Impact of Sub-Qualities on Oversight - Based on Charity Board Leadership Study 2025's Charity Board - Performance Framework Applicable to All Charity Boards		Your Charity Board's Overall Performance for Oversight	 73.1 Overall Recommendation: Prioritise Improvement
Quality	Sub-Quality	Recommended Improvement Areas Based On Your Charity's Scores	
Bandwidth	Committee meeting attendance rate	Prioritise Improvement	
Board Culture	Discussing differing opinions as a norm	To Sustain	
Expertise	Expertise in charity governance	Prioritise Improvement	
Social Capital	Appointments on other boards	Prioritise Improvement	
Board Culture	Personally motivated to invest in charity's cause	Prioritise Improvement	
Board Culture	Active participation as a norm	To Monitor	
Social Capital	Strong internal social ties	To Sustain	
Bandwidth	Board meeting attendance rate	To Monitor	
Independence	Independent recruitment of board	To Sustain	

3. Strategic Direction

Strategic direction reflects board members' contributions to shaping the charity's long-term direction. It includes identifying and addressing service gaps, evaluating resource allocation, anticipating future challenges, and encouraging innovation to strengthen its effectiveness. It also encompasses communicating clear goals and policies to management to support alignment and execution.

This category captures how the board guides the charity's relevance, resilience, and responsiveness to emerging needs, reflecting the alignment between board members' efforts and the strategic priorities of the charity.

Impact of Sub-Qualities on Strategic Direction - Based on Charity Board Leadership Study 2025's Charity Board - Performance Framework Applicable to All Charity Boards		Your Charity Board's Overall Performance for Strategic Direction	 88.4 Overall Recommendation: To Sustain
Quality	Sub-Quality	Recommended Prioritisation of Improvement Areas	
Board Culture	Personally motivated to invest in charity's cause	Prioritise Improvement	
Board Culture	Active participation as a norm	Prioritise Improvement	
Bandwidth	Committee meeting attendance rate	Prioritise Improvement	
Expertise	Expertise in strategy	To Sustain	
Social Capital	Strong internal social ties	To Sustain	
Social Capital	Appointments on other boards	To Monitor	
Bandwidth	Board meeting attendance rate	To Monitor	
Board Culture	Discussing differing opinions as a norm	To Sustain	
Expertise	Expertise in fundraising	To Monitor	
Expertise	Expertise in charity operations	To Monitor	

Annex Section For:

SAMPLE REPORT

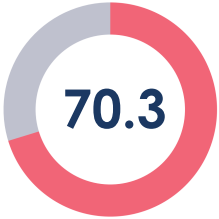
This section provides the profile of your charity board's qualities and detailed scores for information. Board qualities that impact performance have been highlighted on pages 6 to 8 to support targeted improvement. Charities do not have to analyse the correlation between qualities and performance areas.

Detailed Quality Scores and Benchmarks for SAMPLE REPORT

These scores show the likely intensity of the board qualities that contribute to the board's performance on the 3 key functions. The scores have been benchmarked against overall CBLS 2025 data. Detailed results and benchmarks are on page 12.

Usage Notes

- These scores have been provided for information.
- Boards should focus on improving performance as recommended in pages 6 to 8.

Board Qualities	Intensity Scores for Your Charity	
Bandwidth Bandwidth reflects a board member's capacity to actively engage in governance duties by considering their board and committee meeting attendance. High meeting attendance indicates a strong commitment to the charity and greater availability and focus. This category provides insight into how much attention and energy each board member is realistically able to dedicate to their role at the charity. Ensuring members have adequate bandwidth to participate actively is vital for good governance, informed decision-making, and fulfilling their responsibilities to the charity.		Lower than CBLS 2025 overall benchmark by more than 10 points
Board Culture Board Culture captures the shared values, behaviours, and expectations that influence how board members interact and contribute. It includes members' personal commitment to the charity's mission, the openness of the environment to constructive disagreement, and the perceived norms around effort, preparation, and active participation. This category helps reveal whether the board operates as a cohesive, mission-driven group that balances support with critical engagement in pursuit of effective governance. A healthy board culture supports honest dialogue, encourages accountability, and fosters mutual respect, contributing to the overall effectiveness of the board.		Lower than CBLS 2025 overall benchmark by up to 10 points

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Board Qualities	Intensity Scores for Your Charity	
Expertise Board members contribute a broad range of expertise essential to a charity's success. Expertise captures the breadth and depth of knowledge that individual board members bring across key domains relevant to the charity's effectiveness. This includes operational knowledge, oversight and governance, fundraising and sustainability, and external relations. Equally important are strengths in strategic thinking in the charity context. This multidimensional view helps reflect the board's collective capacity to offer informed guidance, make sound decisions, and support the charity's mission from multiple angles. A strong expertise profile strengthens the board's ability to respond to complex challenges and lead with confidence.	 21.5	Lower than CBLs 2025 overall benchmark by up to 10 points
Independence Independence assesses the degree to which a board member's appointment was based on professional merit rather than personal relationships. It is measured by how much personal (family or friend) connections influenced their recruitment or election to the board. A lower reliance on personal ties signals greater independence, suggesting that board composition is more likely to support objectivity, diverse perspectives, and sound governance. This category highlights the importance of impartiality in board formation, which helps ensure that decisions are made in the best interest of the charity rather than influenced by pre-existing personal relationships. Open recruitment processes and clear selection criteria help attract individuals with fresh perspectives, strengthening governance and supporting decisions that align with the charity's mission and values.	 87.5	Equal to or better than CBLs 2025 overall benchmark
Social Capital Social Capital reflects the strength and diversity of board members' connections, both within and outside the charity. It measures the quality and closeness of relationships among fellow board members and management, and assesses the breadth of professional and community ties a board member can draw on externally to support the charity's work. These elements together provide insight into the board members' ability to foster collaboration, share influence, and bridge the charity with broader social and professional networks. These patterns of connection form part of the broader context in which boards operate, playing a meaningful role in shaping a board member's capacity to contribute.	 36.3	Equal to or better than CBLs 2025 overall benchmark

Detailed Scores for SAMPLE REPORT

Usage Notes

- These scores have been provided for information.
- Boards should focus on improving performance as recommended in pages 6 to 8.

The following parameters were used for the benchmark comparisons of your results. Financial Size: Less than \$10,000,000 IPC Status: IPC Sector: Social & welfare		CBLS 2025 Benchmarks*			
		Legend:			
		You are equal to or better than benchmark	You are lower than benchmark by up to 10 points	You are lower than benchmark by more than 10 points	
Performance of Board Functions	Score	Overall	Size	Status	Sector
Advocacy	80.5	65.3	65.7	65.8	64.7
Oversight	73.1	83.8	83.1	84.1	83.4
Strategic Direction	88.4	85.1	85.6	85.0	84.7
Intensity of Board Qualities	Score	Overall	Size	Status	Sector
Bandwidth	70.3	83.9	83.0	85.2	85.2
Board meeting attendance rate	73.3	87.9	88.0	88.6	88.2
Committee meeting attendance rate	69.0	82.3	80.9	83.8	84.0
Board Culture	47.2	55.2	54.8	55.0	54.8
Personally motivated to invest in charity's cause	31.8	46.5	46.1	46.3	46.0
Active participation as a norm	61.6	66.1	65.9	66.0	66.0
Discussing differing opinions as a norm	66.7	62.7	62.3	62.4	62.0
Expertise	21.5	22.7	22.8	22.6	22.7
Expertise in charity operations	16.7	22.0	22.8	21.8	21.2
Expertise in charity governance	12.5	22.6	21.1	23.6	23.4
Expertise in fundraising	0.0	11.1	11.7	11.0	12.6
Expertise in public relations	33.3	24.2	26.1	23.3	22.5
Expertise with strategy	41.7	33.5	32.9	33.7	33.2
Independence	87.5	79.8	79.1	79.8	78.3
Social Capital	36.3	26.7	26.4	27.0	26.1
Expansive external social networks	88.0	69.6	69.7	69.9	70.3
Strong internal social ties	39.6	20.8	21.6	20.1	21.7
Appointments on other boards	20.0	25.8	23.9	27.4	22.8

* The CBS 2025 benchmarks are derived based on the 114 valid participating charities in the study.

Resources

Action Planning Template

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Action Planning Template
 Complete the following steps to record action plans for improving board performance. The template is for the charity's own use and need not to be submitted to NVPC.

Charity Name	Date of Discussion

Step 1: Identifying Board Functions to Focus On
 Using page 5 of CNPL BoardPulse2.0 report, check functions that the board wants to improve on based on analysis of overall performance against relevant benchmarks. Click on checkboxes to mark them.

Board Functions	Advocacy	Oversight	Strategic Direction
Check the functions that the board wants to work on	☐	☐	☐

Step 2: Identifying Sub-Qualities to Focus On
 For functions that have been identified for improvement, use the relevant analysis on page 6 to 8 to identify sub-qualities that have been recommended to "prioritise improvement". Greyed out spaces are not of high priority for the respective functions.

Sub-Quality	Advocacy (page 6)	Oversight (page 7)	Strategic Direction (page 8)
Personally motivated to invest in charity's cause	☐	☐	☐
Strong internal social ties	☐	☐	☐
Committee meeting attendance rate	☐	☐	☐
Active participation as a norm	☐	☐	☐
Discussing differing opinions as a norm	☐	☐	☐
Expertise in charity governance	☐	☐	☐
Appointments on other boards	☐	☐	☐
Expertise in strategy	☐	☐	☐

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Step 3: Identifying Suitable Actions to Act on Sub-Qualities that Need Improvement
a. Areas Derived from Analysis of Board Functions Performance
 For sub-qualities that have been identified in step 2, discuss and identify suitable improvement actions that the board will take. Boards can consider applying stronger qualities to creatively address the areas. Use as many rows as required.

Area for improvement	Actions to be taken for improvement
e.g. personally motivated to invest in charity's cause	e.g. organise learning journeys for board members to interact with beneficiaries and get first hand experience of charity's impact
Select from drop-down list	
Select from drop-down list	
Select from drop-down list	
Select from drop-down list	
Select from drop-down list	
Select from drop-down list	
Select from drop-down list	

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b. Additional Areas Derived from Detailed Results
 Referring to the detailed results and benchmarks on Page 12, identify any other areas that the board would like to work on and record them below.

Areas for improvement	Actions to be taken for improvement
e.g. motivated to pursue vision	e.g. motivate members and present background, conduct networking skills workshop for board members

Download the interactive **Action Planning Template** at:

<https://nvpc.org.sg/wp-content/uploads/2025/11/CNPL-BoardPulse-Action-Planning-Template.pdf>

Other resources on **Board Development** and **Board Recruitment** can be found at:

<https://nvpc.org.sg/cnpl/board-resources>

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*For enquiries, please contact us at email:
boardpulse@nvpc.org.sg*