

Report For:

SAMPLE REPORT

Report Generated On:

04 Mar 2026

About CNPL BoardPulse2.0 Self-Assessment Tool

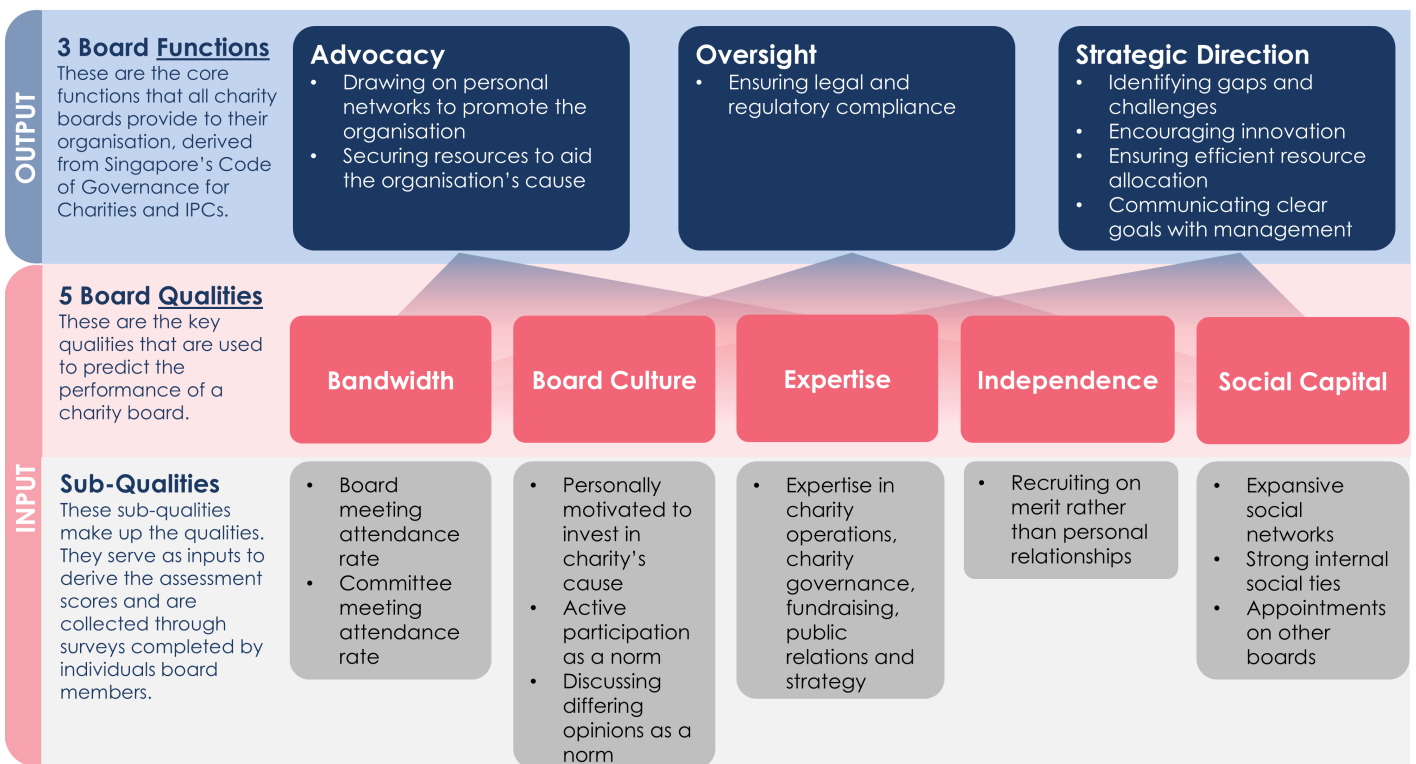
BoardPulse2.0 is a self-assessment tool developed by NVPC to enable charity boards to evaluate and strengthen their leadership and governance effectiveness. In this BoardPulse2.0 report, your results are presented as scores mapped to the Charity Board Performance Framework, offering a structured lens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

CNPL BoardPulse2.0

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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

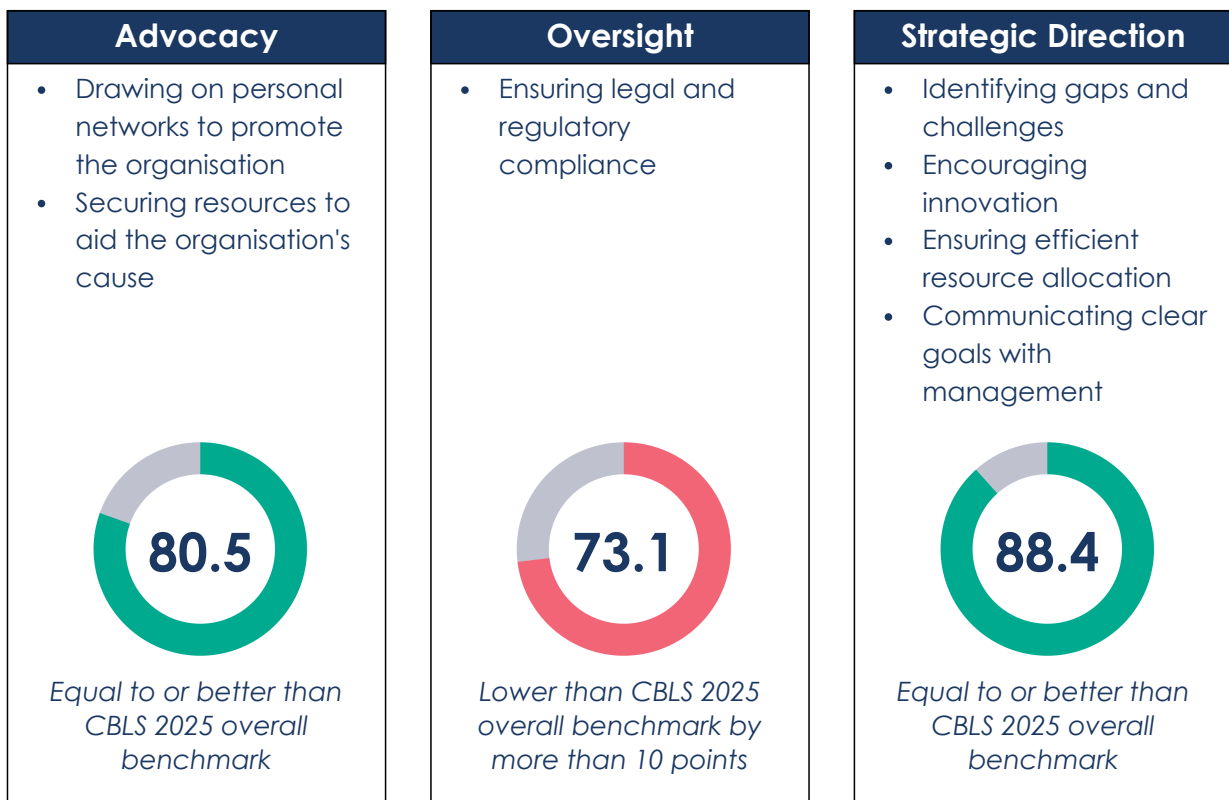
| <p>Gender</p> <table border="1"> <tr><th>Gender</th><th>Percentage</th></tr> <tr><td>Male</td><td>33%</td></tr> <tr><td>Female</td><td>67%</td></tr> </table> | Gender | Percentage | Male | 33% | Female | 67% | <p>Age</p> <table border="1"> <tr><th>Age Group</th><th>Percentage</th></tr> <tr><td>36 to 55</td><td>100%</td></tr> </table> | Age Group | Percentage | 36 to 55 | 100% | <p>Ethnicity</p> <table border="1"> <tr><th>Ethnicity</th><th>Percentage</th></tr> <tr><td>Chinese</td><td>67%</td></tr> <tr><td>Malay</td><td>17%</td></tr> <tr><td>Indian</td><td>17%</td></tr> </table> | Ethnicity | Percentage | Chinese | 67% | Malay | 17% | Indian | 17% |
|---|---|---|----------------------|-----|---------------------|-----|---|-----------------|------------|---------------|------|---|-----------|--|---------------------|------------|-----------------|-----|-------------------|-----|
| Gender | Percentage | | | | | | | | | | | | | | | | | | | |
| Male | 33% | | | | | | | | | | | | | | | | | | | |
| Female | 67% | | | | | | | | | | | | | | | | | | | |
| Age Group | Percentage | | | | | | | | | | | | | | | | | | | |
| 36 to 55 | 100% | | | | | | | | | | | | | | | | | | | |
| Ethnicity | Percentage | | | | | | | | | | | | | | | | | | | |
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| Malay | 17% | | | | | | | | | | | | | | | | | | | |
| Indian | 17% | | | | | | | | | | | | | | | | | | | |
| <p>Education level</p> <table border="1"> <tr><th>Education Level</th><th>Percentage</th></tr> <tr><td>Undergraduate degree</td><td>83%</td></tr> <tr><td>Postgraduate degree</td><td>17%</td></tr> </table> | Education Level | Percentage | Undergraduate degree | 83% | Postgraduate degree | 17% | <p>Years of tenure in current board</p> <table border="1"> <tr><th>Years of Tenure</th><th>Percentage</th></tr> <tr><td>5 to 10 years</td><td>67%</td></tr> <tr><td>Less than 5 years</td><td>33%</td></tr> </table> | Years of Tenure | Percentage | 5 to 10 years | 67% | Less than 5 years | 33% | <p>Years of board experience (all types of boards)</p> <table border="1"> <tr><th>Years of Experience</th><th>Percentage</th></tr> <tr><td>5 or more years</td><td>83%</td></tr> <tr><td>Less than 5 years</td><td>17%</td></tr> </table> | Years of Experience | Percentage | 5 or more years | 83% | Less than 5 years | 17% |
| Education Level | Percentage | | | | | | | | | | | | | | | | | | | |
| Undergraduate degree | 83% | | | | | | | | | | | | | | | | | | | |
| Postgraduate degree | 17% | | | | | | | | | | | | | | | | | | | |
| Years of Tenure | Percentage | | | | | | | | | | | | | | | | | | | |
| 5 to 10 years | 67% | | | | | | | | | | | | | | | | | | | |
| Less than 5 years | 33% | | | | | | | | | | | | | | | | | | | |
| Years of Experience | Percentage | | | | | | | | | | | | | | | | | | | |
| 5 or more years | 83% | | | | | | | | | | | | | | | | | | | |
| Less than 5 years | 17% | | | | | | | | | | | | | | | | | | | |
| <p>Unique education subjects</p> <p>2</p> | <p>Unique industry experiences</p> <p>6</p> | <p>Other board commitments (average)</p> <p>1.0</p> | | | | | | | | | | | | | | | | | | |

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 <ul style="list-style-type: none"> 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 | <p>80.5</p> <p>Overall Recommendation: To Sustain</p> |
|---|---|--|---|
| 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 <ul style="list-style-type: none"> 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 | <p>Overall Recommendation: Prioritise Improvement</p> |
|--|---|---|--|
| 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 <ul style="list-style-type: none"> 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 | <p>88.4</p> <p>Overall Recommendation: To Sustain</p> |
|--|---|---|---|
| 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 | |
|---|---|--|
| <p>Bandwidth</p> <p>Bandwidth reflects a board member's capacity to actively engage in governance duties by considering their their board and committee meeting attendance. High meeting attendance indicates a strong commitment to the charity and greater availability and focus.</p> <p>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.</p> |  <p>70.3</p> | <p>Lower than CBLs 2025 overall benchmark by more than 10 points</p> |
| <p>Board Culture</p> <p>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.</p> <p>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.</p> |  <p>47.2</p> | <p>Lower than CBLs 2025 overall benchmark by up to 10 points</p> |

| Board Qualities | Intensity Scores for Your Charity | |
|--|---|--|
| <p>Expertise</p> <p>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.</p> <p>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.</p> |  <p>21.5</p> | <p>Lower than CBLs 2025 overall benchmark by up to 10 points</p> |
| <p>Independence</p> <p>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.</p> <p>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.</p> |  <p>87.5</p> | <p>Equal to or better than CBLs 2025 overall benchmark</p> |
| <p>Social Capital</p> <p>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.</p> <p>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.</p> |  <p>34.9</p> | <p>Equal to or better than CBLs 2025 overall benchmark</p> |

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.

| 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 | | 34.9 | 26.7 | 26.4 | 27.0 | 26.1 |
| Expansive external social networks | | 76.7 | 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 CBLs 2025 benchmarks are derived based on the 114 valid participating charities in the study.

Resources

Action Planning Template

nvpc

CNPL BoardPulse2.0

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 | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

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 | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Strong internal social ties | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Committee meeting attendance rate | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Active participation as a norm | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Discussing differing opinions as a norm | | <input type="checkbox"/> | |
| Expertise in charity governance | | <input type="checkbox"/> | |
| Appointments on other boards | | <input type="checkbox"/> | |
| Expertise in strategy | | | <input type="checkbox"/> |

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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 | |
| 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. expertise in public relations | e.g. promote members and present background, conduct networking skills workshop for board members |
| | |
| | |
| | |
| | |
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Download the interactive **Action Planning Template** at:
<https://nvpc.org.sg/wp-content/uploads/2026/03/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*