

GBO Solutions Ltd

Business Health Check Questionnaire

Meeting / Client Discussion Copy — 60 Questions

Use this questionnaire during client meetings to understand the current health of the business. **This is an indicative self-assessment, not an audit, legal opinion or compliance certification.**

Business / Respondent Information

Company / business name		Date	
Name of person completing the check		Role / position	
Telephone		Email	
Industry / business type		Meeting conducted by	

Response options: Yes ☐ Partly / In progress ☐ No ☐ Not Applicable ☐

Ownership and governance

1. Do you have a signed shareholders' agreement or owners' agreement, where appropriate?
Yes ☐ Partly / In progress ☐ No ☐ Not Applicable ☐
2. Are ownership percentages, responsibilities, decision-making powers and profit-sharing arrangements clearly documented?
Yes ☐ Partly / In progress ☐ No ☐ Not Applicable ☐
3. Have the owners agreed on what happens if a shareholder or partner exits, becomes incapacitated or disagrees with the others?
Yes ☐ Partly / In progress ☐ No ☐ Not Applicable ☐

Policies and operations

4. Have you developed written business policies and standard operating procedures?
Yes ☐ Partly / In progress ☐ No ☐ Not Applicable ☐
5. Are purchasing, payments, expense approvals, petty cash and procurement governed by clear procedures?
Yes ☐ Partly / In progress ☐ No ☐ Not Applicable ☐
6. Does every employee know their responsibilities, reporting lines and approval limits?
Yes ☐ Partly / In progress ☐ No ☐ Not Applicable ☐

Financial management

7. Can you determine your monthly revenue, gross profit and net profit?
Yes ☐ Partly / In progress ☐ No ☐ Not Applicable ☐
8. Are your bank accounts, M-Pesa and other payment transactions reconciled regularly?
Yes ☐ Partly / In progress ☐ No ☐ Not Applicable ☐

Empowering Businesses Through Excellence, Integrity & Innovation
Your Extra Pair of Hands in Business Support & Operations

Free Business Health Check Questionnaire

9. Do you prepare cash-flow forecasts, budgets and monthly management reports?

Yes ☐ Partly / In progress ☐ No ☐ Not Applicable ☐

10. Do you know how much customers owe you, how much you owe suppliers and how much cash the business needs to operate?

Yes ☐ Partly / In progress ☐ No ☐ Not Applicable ☐

Tax and compliance

11. Are your applicable tax filings, payments, licences and statutory obligations tracked and completed on time?

Yes ☐ Partly / In progress ☐ No ☐ Not Applicable ☐

12. Are invoices, receipts, payroll records and other supporting documents properly maintained?

Yes ☐ Partly / In progress ☐ No ☐ Not Applicable ☐

13. Do you have a system for monitoring compliance deadlines and changes affecting your business?

Yes ☐ Partly / In progress ☐ No ☐ Not Applicable ☐

People and performance

14. Do all employees have documented roles, appropriate employment records and measurable performance targets?

Yes ☐ Partly / In progress ☐ No ☐ Not Applicable ☐

15. Can employees perform routine tasks without waiting for the owner to make every decision?

Yes ☐ Partly / In progress ☐ No ☐ Not Applicable ☐

16. Are responsibilities, deadlines and performance reviewed regularly?

Yes ☐ Partly / In progress ☐ No ☐ Not Applicable ☐

Sales and customers

17. Do you have clear sales targets and a documented marketing plan?

Yes ☐ Partly / In progress ☐ No ☐ Not Applicable ☐

18. Do you know which products, services and customers are most profitable?

Yes ☐ Partly / In progress ☐ No ☐ Not Applicable ☐

19. Do you track customer satisfaction, repeat purchases, complaints and outstanding orders?

Yes ☐ Partly / In progress ☐ No ☐ Not Applicable ☐

Systems and business continuity

20. Can your business continue operating for two weeks without your daily involvement?

Yes ☐ Partly / In progress ☐ No ☐ Not Applicable ☐

21. Are important processes documented, records backed up and access to company information controlled?

Yes ☐ Partly / In progress ☐ No ☐ Not Applicable ☐

22. Do you have procedures for handling customer complaints, operational failures, emergencies and fraud risks?

Yes ☐ Partly / In progress ☐ No ☐ Not Applicable ☐

Strategy and growth

23. Do you have written business goals and a practical 12-month plan?

Yes ☐ Partly / In progress ☐ No ☐ Not Applicable ☐

24. Do you review management reports and use the information to make decisions?

Yes ☐ Partly / In progress ☐ No ☐ Not Applicable ☐

25. Do you have a clear plan to build a business that operates efficiently, grows sustainably and does not depend entirely on you?

Yes ☐ Partly / In progress ☐ No ☐ Not Applicable ☐

Payments, expenses and financial evidence

26. Does every payment made by your company have supporting documentation?

Yes ☐ Partly / In progress ☐ No ☐ Not Applicable ☐

27. Are payments approved by authorized persons before money is released?

Yes ☐ Partly / In progress ☐ No ☐ Not Applicable ☐

28. Do you prepare payment vouchers for expenses and attach supporting invoices and receipts?

Yes ☐ Partly / In progress ☐ No ☐ Not Applicable ☐

29. Are purchases and expenses supported by valid tax documentation, including eTIMS invoices where required?

Yes ☐ Partly / In progress ☐ No ☐ Not Applicable ☐

30. Can you trace every business payment from the original request to approval, payment and reconciliation?

Yes ☐ Partly / In progress ☐ No ☐ Not Applicable ☐

31. Are personal expenses and company expenses recorded and managed separately?

Yes ☐ Partly / In progress ☐ No ☐ Not Applicable ☐

32. Do you investigate unexplained withdrawals, missing receipts and unidentified transactions?

Yes ☐ Partly / In progress ☐ No ☐ Not Applicable ☐

33. Are petty cash and staff advances recorded, supported and accounted for?

Yes ☐ Partly / In progress ☐ No ☐ Not Applicable ☐

KRA communication and tax exposure

34. Have you reviewed whether the business has any unresolved communication, notice, assessment, demand or query from KRA?

Yes ☐ Partly / In progress ☐ No ☐ Not Applicable ☐

35. If the business receives KRA communication, is it reviewed, responded to and resolved within the required time?

Yes ☐ Partly / In progress ☐ No ☐ Not Applicable ☐

36. Are you aware of any outstanding taxes, penalties, interest, tax disputes or unfiled returns?

Yes ☐ Partly / In progress ☐ No ☐ Not Applicable ☐

37. Do your declared sales reconcile with invoices, accounting records, payment receipts and applicable tax returns?

Yes ☐ Partly / In progress ☐ No ☐ Not Applicable ☐

Empowering Businesses Through Excellence, Integrity & Innovation
Your Extra Pair of Hands in Business Support & Operations

Free Business Health Check Questionnaire

38. Are your tax obligations appropriate to the business activities and current registration status?

Yes ☐ Partly / In progress ☐ No ☐ Not Applicable ☐

39. Do you retain records supporting tax deductions, withholding tax, VAT claims and other tax treatments?

Yes ☐ Partly / In progress ☐ No ☐ Not Applicable ☐

40. Do you have a responsible person tracking KRA correspondence and tax compliance follow-up?

Yes ☐ Partly / In progress ☐ No ☐ Not Applicable ☐

Banking and cash management

41. Are all business receipts deposited into authorized company bank accounts, PayBills or Tills?

Yes ☐ Partly / In progress ☐ No ☐ Not Applicable ☐

42. Are bank and mobile-money accounts regularly reconciled to accounting records?

Yes ☐ Partly / In progress ☐ No ☐ Not Applicable ☐

43. Do you have clear banking signatories, approval limits and controls against unauthorized transfers?

Yes ☐ Partly / In progress ☐ No ☐ Not Applicable ☐

44. Do you know whether the business has enough cash to meet salaries, rent, supplier payments and statutory obligations?

Yes ☐ Partly / In progress ☐ No ☐ Not Applicable ☐

45. Do you maintain records of business loans, repayments, guarantees and other financial commitments?

Yes ☐ Partly / In progress ☐ No ☐ Not Applicable ☐

Company governance and owner transactions

46. Are shareholder and director decisions properly documented through minutes or resolutions?

Yes ☐ Partly / In progress ☐ No ☐ Not Applicable ☐

47. Are ownership details, beneficial ownership records and statutory company filings accurate and current?

Yes ☐ Partly / In progress ☐ No ☐ Not Applicable ☐

48. Are transactions between the business and its owners documented, approved and properly accounted for?

Yes ☐ Partly / In progress ☐ No ☐ Not Applicable ☐

49. Are company assets listed in a register showing ownership, location, custodian and condition?

Yes ☐ Partly / In progress ☐ No ☐ Not Applicable ☐

50. Is there a clear process for handling conflicts of interest and disagreements between owners?

Yes ☐ Partly / In progress ☐ No ☐ Not Applicable ☐

Employees, payroll and HR

51. Does every employee have written employment terms and a documented job description?

Yes ☐ Partly / In progress ☐ No ☐ Not Applicable ☐

52. Are payroll records, statutory deductions, attendance and leave records accurate and maintained securely?

Yes ☐ Partly / In progress ☐ No ☐ Not Applicable ☐

Free Business Health Check Questionnaire

53. Are employees given clear performance targets and regular feedback?

Yes ☐ Partly / In progress ☐ No ☐ Not Applicable ☐

54. Are employee advances, company asset allocations and other staff assistance arrangements governed by written policies?

Yes ☐ Partly / In progress ☐ No ☐ Not Applicable ☐

55. Is there a documented process for recruitment, employee complaints, disciplinary matters and separation from employment?

Yes ☐ Partly / In progress ☐ No ☐ Not Applicable ☐

Management systems and continuity

56. Is every major task assigned to a specific employee with a deadline and supervisor?

Yes ☐ Partly / In progress ☐ No ☐ Not Applicable ☐

57. Are contracts, financial records, correspondence and other important company documents organized and retrievable?

Yes ☐ Partly / In progress ☐ No ☐ Not Applicable ☐

58. Does management receive regular reports showing business performance, outstanding tasks, risks and decisions required?

Yes ☐ Partly / In progress ☐ No ☐ Not Applicable ☐

59. Are customer complaints and service failures recorded, investigated and formally closed?

Yes ☐ Partly / In progress ☐ No ☐ Not Applicable ☐

60. Could the company continue routine operations for at least two weeks without the founder's daily involvement?

Yes ☐ Partly / In progress ☐ No ☐ Not Applicable ☐

GBO Summary Notes / Key Observations

Requested Support / Next Steps



GBO Solutions Ltd

Free Business Health Check Questionnaire

Empowering Businesses Through Excellence, Integrity & Innovation
Your Extra Pair of Hands in Business Support & Operations