





Casting of concrete at the new cement grinding plant at Mambong



On 7 May 2015, CMS's Cement Division celebrated a major milestone with a 'Heading to the Top' ceremony held at the construction site of its third cement grinding plant built at a cost of RM190 million at Mambong, adjoining the Division's clinker plant.

The event was officiated by Group Executive Director, Datuk Syed Ahmad Alwee Alsree and witnessed by CMS's senior management and staff, the EPC contractor, Christian Pfeiffer Maschinenfabrik GmbH (CPB), subcontractors and consultants to commemorate the casting of concrete for the project in the tallest structure which is the 60m-high silo.

The 1 million-MT grinding plant is fitted with the state-of-the-art European technology and comprises of a Ball Mill (with a rated capacity of 150 MT/hour), a high efficiency Separator, two units of 10,000 MT concrete silos, 4-line bulk loader and a 3,000 bag/hour packing and palletizing machine.

The Engineering, Procurement and Construction (EPC) contract was awarded to CPB on 24 April 2014. Construction works began in July 2014 and the plant is expected to be commissioned by Q1 2016 with an annual cement output of one million ton.



Tunku Putra School presents TUN TAIB HALL



On 11 May 2015, Tunku Putra School (TPS) opened its new RM6 million Tun Taib Hall, graced by His Excellency The Governor of Sarawak, Tun Pehin Sri Haji Abdul Taib Abdul Mahmud and accompanied by YABhg. Datuk Patinggi Toh Puan Dato' Sri Ragad Kurdi Taib, Chairman of TPS, Datuk Syed Ahmad Alwee Alsree and spouse Dato Hajjah Hanifah Hajar Taib-Alsree, invited guests, teachers, students and parents.

"The Tun Taib Hall was built to provide a venue for students to develop their talents and skills holistically. Through this approach, it will serve to increase students' competitiveness and sportsmanship, and reinforce our position as one of Sarawak's leading private schools", said Ms Susan Holmes, the principal of TPS.

CMS recorded RM161.72 million in pre-tax profit for 2Q15

26 August 2015

Cahya Mata Sarawak Berhad (CMS) announced its financial performance and reports stable earnings in the first six months of 2015 (1H15). The Group reported a total revenue of RM867.84 million for 1H15, an increase from the corresponding period of last year's (1H14) revenue of RM756.60 million. The pretax profit (PBT) reported for 1H15 has also remained stable at RM161.72 million, in comparison to 1H14's PBT of RM164.84 million. The PBT reported for the second quarter ended 30 June 2015 (2Q15) is reported at RM66.71 million.

The Group's 1H15 profit after tax and non-controlling interests (PATNCI) and earnings per share (EPS) stood at RM98.08 million and 9.30 sen respectively; a marginal decline compared to 1H14's record figures of RM105.11 million and 10.22 sen respectively, which had benefited from the impact of land sales in 1H14.

The main contributors towards the PBT earnings for 1H15 were the Cement, Construction Materials & Trading and Construction & Road Maintenance Divisions. The Cement Division recorded a PBT of RM54.59 million in 1H15, a 7% decrease in comparison to 1H14's PBT of RM58.77 million. The Construction Materials & Trading Division reported an increased PBT of RM48.34 million for 1H15, exceeding 1H14's PBT of RM28.92 million by 67%. The Construction & Road Maintenance Division also recorded improved PBT earnings of RM46.89 million to contribute towards the Group's results for 1H15.

Commenting on the results, Dato' Richard Curtis said, "The first 6 months of this year has been a challenging period for us in terms of meeting performance against targets despite strong sales in certain Divisions. This is largely due to macro factors outside our control. These include the impact of



In line with CMS's dividend policy, the Board of Directors has declared an interim tax exempt (single-tier) dividend of 1.5 sen per share in respect of the financial year ending 31 December 2015. The entitlement date and dividend payment date for the interim dividend will be on 23 September 2015 and 22 October 2015 respectively.

on a steady uptrend."

DATUK SERI YAM KONG CHOY

Malaysian
Age 61 years
Independent and Non-Executive Director
Member – Nomination & Remuneration Committee
Member – Group Risk Committee



Datuk Seri Yam Kong Choy was appointed to the Board of Cahya Mata Sarawak Berhad (CMS) on 5 May 2015. Datuk Seri Yam graduated in Building and Management Studies from the University of Westminster, United Kingdom in 1979. He is a Fellow of the Chartered Institute of Building and the Royal Institution of Chartered Surveyors.

Datuk Seri Yam had an illustrious career spanning more than 35 years in construction, real estate and corporate sectors. He was the former CEO of Country Heights Holdings Berhad in 1996 and CEO/MD of Sunrise Berhad from 1997-2008 and was actively involved in the development and management of hotels, resorts, shopping malls, golf courses, international schools, residential and mix-use developments in Malaysia, South Africa, UK and Australia.

He is the current Chairman of InvestKL Corporation, a director of the British Malaysian Chamber of Commerce, Malaysia Property Incorporated and also EPF Subsidiary, Kwasa Land Sdn Bhd. He is the Immediate Past President of the Real Estate and Housing Developers Association of Malaysia and until recently a member of the Advisory Board to the Mayor and City of Kuala Lumpur.

Qualified as a Chartered Construction Manager, he was the only Malaysian ever elected onto the Board of Trustees of the 180 year old Chartered Institute of Building.

Datuk Seri Yam also sits on the boards of Malaysia Airports Holdings Berhad, Paramount Corporation Berhad, Sunway Berhad, Standard Chartered Bank Malaysia Berhad, Standard Chartered Saadiq Berhad, and Standard Chartered Foundation and Samalaju Properties Sdn Bhd, a subsidiary company of CMS.



MR CHIN MUI KHIONG

Malaysian
Age 60 years
Independent and Non-Executive Director
Member – Audit Committee

Mr Chin Mui Khiong was appointed to the Board of CMS on 3 August 2015. Mr Chin is a Fellow of the Association of Chartered Certified Accountants (ACCA) and a Member of the Malaysian Institute of Accountants.

Mr Chin started his career with Hanafiah Raslan & Mohamad, Kuching which merged with Arthur Andersen which in turn merged with Ernst & Young. He was a Partner of Ernst & Young from 1997 to June 2015 and also served as the Partner-In-Charge of the audit of a number of companies listed on Bursa Malaysia as well as private and quasi-government corporations, which include industries such as manufacturing, plantations, banking, construction, transportation, hotels, hospitals, education, stockbroking, unit trust and government agencies.

Mr Chin has more than 35 years of professional experience in the areas of audit and business advisory services such as initial public offerings, profit forecasts, share valuations, mergers and acquisitions, due diligence reviews and internal control reviews.

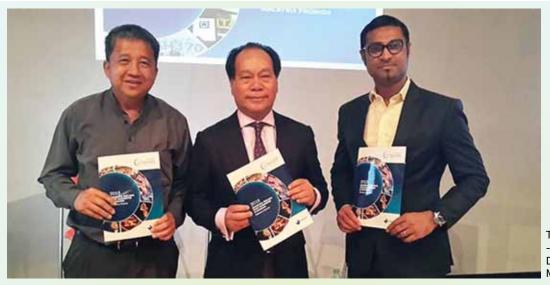


CMS Property signs MoU with Borneo PlasTech

Datuk Amar Abang Zohari bin Tun Abang Hj Openg, the Housing Minister of Sarawak witnessed the signing of the Memoranda of Understanding between CMS Property Development Sdn Bhd and Borneo PlasTech Sdn Bhd on 14 August 2015 which was attended by CMS Group Managing Director, Dato' Richard Curtis, Chairman of Borneo PlasTech, Encik Mohammad Yakub M Tufail, Chairman of the Housing Development Corporation, Datuk Abdul Rauf Hj Zen and other invited guests.

Borneo PlasTech is the supplier of MOVA® Shallow Manhole and Inspection Chamber range of products which ideally suit our local conditions, while conforming to internationally recognised standards, such as the SIRIM and ISO certifications that the company is currently in compliance with.

CMS Property Development is intending to use Borneo PlasTech's MOVA products where appropriate in their property developments in the near future.



The panel speakers
- Mr Francis Chan,
Dato Isaac Lugun and
Mr Raymond Siva

Edelman Trust Barometer

Edelman Trust Barometer 2015 was launched for the first time in Sarawak on 25 August 2015. It highlighted the increasing number of businesses in the State are turning to online search engines and digital technologies to manage corporate reputations, create a positive trend identity and develop talent.

Dato Isaac Lugun during a panel discussion said Samalaju Industries has engaged and is working closely with the local authorities/State government for projects at Samalaju to gain the trust of its stakeholders. In meeting with the clients' expectation, Dato Isaac has also communicated with them over the course of developing the projects at the eco-friendly Samalaju Township.



State Minister visits Bukit Gambang

A delegation led by the Minister of Housing & Tourism, Datuk Amar Abang Johari, visited Bukit Gambang Resort City (BGRC) from 6 to 7 May 2015, accompanied by CMS Group Managing Director, Dato' Richard Curtis, Head of Property Development Division, Vincent Kueh, Deputy General Manager, Stephen Mong and several State Ministers, Assistant Minister, and Senior Officials from the Ministry of Tourism & Ministry of Housing.

The delegation toured the affordable housing development undertaken by the Sentoria Group, which utilises reusable aluminum formwork for the in-situ casting of reinforced concrete walls throughout the single-storey terrace house units. The group also visited the Safari Park, the latest attraction at BGRC, which boasts over 110 species of animals followed by a tour to the Water Theme Park and of BGRC's convention facilities on the second day.

The purpose of the visit was to view the available facilities at BGRC and understand what would be included in the Sentoria Group's planned Borneo Samariang Resort City (BSRC).



Projek Bandar Samariang signed the Sales & Purchase Agreements in August 2013 for the sale of 500 acres of land at Bandar Samariang, Kuching to the Sentoria Group for the development of BSRC which will incorporate similar to BGRC, a hotel, convention centre, a safari park, a water theme park and housing.

Temporary Carpark for Menara Sarawak Energy



A simple but yet significant handing over ceremony between CMS Land and Sarawak Energy Berhad (SEB) was held on 9 July 2015 for the new temporary car park for Menara Sarawak Energy. Dato' Richard Curtis signed on behalf of CMS Land while Datuk Torstein Dale Sjotveit signed for SEB. Present to witness the signing ceremony were Mr Lu Yew Hung, Puan Aisah Eden, Stephen Mong (CMS Land), Tuan Haji Yusri Safri, Victor Gopal & Simon Loh.

The 200-bay car park, under a 5-year lease from CMS Land, is equipped with lightings and other security features. The construction of the carpark was funded by SEB as an interim measure pending finalisation of plans with SEB for a permanent multi-storey car park to be developed nearby.



Tunku Putra School (TPS) dazzled the crowd with Disney's much-loved musical Aladdin from 27-30 August 2015. The 78-member cast also performed a special screening for CMS on 25 August 2015.

The costumes, exotic Arabian-nights backdrops and show-stopping musical numbers brought the "Whole New World" children's fairytale to life.

The musical takes place In Agrabah, City of Enchantment, where Aladdin, a good hearted street urchin, falls in love with beautiful Princess Jasmine. Meanwhile, her father insists she urgently finds a suitable husband. With a little help from a magic lamp and a wacky Genie, Aladdin sets himself up to thwart the evil Jafar and win Jasmine's hand in marriage. So goes the charming story of Aladdin while among the well-known musical numbers are the Genie's "Friend Like Me" and Aladdin and Jasmine's magic carpet ride to the world-wide hit "A Whole New World".

The magical carpet ride truly delighted the public regardless of age.

On the opening night, we were honoured to receive His Excellency The Governer of Sarawak, Tun Pehin Sri Haji Abdul Taib Mahmud and spouse YABhg. Datuk Patinggi Toh Puan Dato' Sri Ragad Kurdi Taib as our special guests.





Accidents serve as safety reminders to us all

CMS donates to family of road accident victim

The Borneo Post, Tuesday 14July 2015 (Pg15)

SRI AMAN: The passing of Major (Rtd) Robert Asun in a road accident at Lachau, Sri Aman on June 27 has definitely left a mark on his next of kin and close friends.

This is because he was regarded as an individual who was active in official programmes in Sri Aman and his contributions were remembered fondly by many until this day.

In view of that, Cahaya Mata Sarawak (CMS) offered a contribution of RM10,000 to his family at their home in Taman Sentosa Indah here recently.

CMS chief executive officer Lim Jit Yau handed over the contribution to Robert's widow Rosseta Katak Kawi in a simple ceremony witnessed by Sri Aman MP Masir Kujat.

Lim said CMS hoped that they would continue on with their life despite the road accident being fresh in their minds.

"Use this contribution to

the best you can. What is most important is that the next of kin of the late Robert Asun will continue to persevere when facing challenges in their daily lives," he told reporters yesterday.

CMS territory manager Abdul Rahim, CMS Sri Aman human resource manager Ganggang Ensu, Sri Aman walikota Richard Tawan and Batang Ai Special Affairs Department representative Lindalyn Kawi were present.



Lim (third right) handing over the contribution to Rosseta, witnessed by Masir (second left) at Taman Sentosa Indah, Sri Aman yesterday afternoon.

A road accident involving a van driven by CMS Pavement Tech employees and a car driven by Major (Retired) Robert Anak Asun, a palm oil company security guard occurred along KM 48 Jalan Sri Aman-Kuching (Lachau/Jalan Selekoh) at 7.30 pm on Saturday, 27 June 2015.

Sadly, the 61 year old Major succumbed to his injuries during the head-on collision while the driver of our van suffered a broken leg and four others suffered minor injuries.

As a gesture of goodwill and to offer condolences on behalf of CMS, Head of Construction & Road Maintenance, Mr Lim Jit Yaw handed over a cheque of RM10,000 to the late Major's widow, Puan Rosseta Katak Kawi on 14 July 2015.

Present at the simple ceremony held at the late Major's residence were Sri Aman MP Encik Masir Kujat, CMS Roads' Regional Manager, Encik Abdul Rahim Jamal and Regional Office Sri Aman Human Resources Executive, Encik Ganggang Enak Ensu.



In conjunction with the month of Syawal 1436H, CMS Group Executive Director, Datuk Syed Ahmad Alwee Alsree and spouse, Dato Hanifah Taib-Alsree held their annual Majlis Ramah-Tamah Aidilfitri on 25 and 26 July 2015 at their home where close to 1,700 staff and 160 anak-anak yatim attended.







Meanwhile.....

Two weeks later, CMS's Cement Division also organised a Majlis Ramah-Tamah Aidilfitri at its Cement plant at Pending, Kuching. The festive event was graced by Group Executive Director, Datuk Syed Ahmad, management and staff, where the crowd was entertained by the performance of Sekolah Seni Malaysia Sarawak. Datuk Syed Ahmad and Mr Zaid Zaini entertained the guests with M. Nasir's song "Satu Hari di Hari Raya".

Highlight of the night was the lucky draw where Datuk Syed Ahmad increased the cash prizes for the top 3 draws to RM2,000, RM1,500 and RM1,000.







Conquering the Court 13 June 2015





SuperSquashers joined forces with the Squash Association of Kuching (SAK) recently to organise a 'Conquer the Court' tournament held at The Sarawak Club, Kuching. The successful event gathered almost 200 participants and supporters.

Guest-of-Honour for the event, Group Managing Director, Dato' Richard Curtis, expressed his pleasure at seeing the organisers create a fun avenue to promote squash amongst the youth in Sarawak, as part of both encouraging a healthier lifestyle and developing Sarawak's competitiveness in squash.

CMS sponsored RM5,000 to SAK for the event.



C M S Scores B I G!

CMS Friendly Games (CMSFG) 2015 officially kicked off with the first football match against the Department of Occupational Safety and Health (DOSH) Kuching, held at Sekolah Sukan Negeri Sarawak, SMK Tabuan Jaya on 13 June 2015.

The event started with a welcoming speech by Chairman of CMSFG, Mr Edward Suka followed by a brief speech by the representative from DOSH, Encik Zuraimi Alias. Both were then led to the field to kick-off the games.

The rain did not hinder the match as the footballers displayed strong sportsmanship and the game concluded with CMS scoring a big margin of 8 vs 1.

Kudos to our CMS Football Team!



Corporate
Sponsorships •

CMS Adopts 70 Mosques in 2015

5 – 7 June 2015

In 2015, CMS contributed a total of RM154,000 to 70 mosques and suraus throughout Sarawak with 28 in Kuching, 9 in Kota Samarahan, 5 in Sarikei/Bintagor, 6 in Sibu, 10 in Miri, 11 in Bintulu and 1 in Betong.

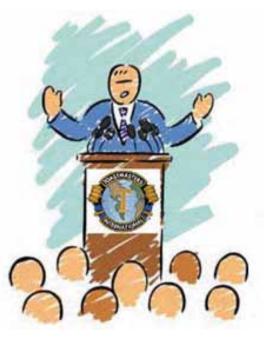
The CMS Adopt-a-Mosque programme started in 2002 with a mission to assist our community to build family values.

This year the contribution was made a month before the month of Ramadhan.





A proud sponsor of Kuching Toastmasters Club



10 June 2015 – CMS sponsored a total of RM75,000 for Kuching Toastmasters Club (KTC) to carry out its Youth Leadership and Communication Development Camps programme over the next three years.

Group Managing Director, Dato' Richard Curtis presented a mock cheque to KTC President, Mr Wilfred Wong, during a brief ceremony held at Wisma Mahmud, Kuching. Dato' Richard praised KTC for organising the camps successfully which have benefitted over 150 students from Kuching and Samarahan each year.

The 2015 camp, which was held at Kem PKLM Juara, Serian from 29 August 2015 to 31 August 2015, covering topics ranging from public speaking, team building, leadership development and talent showcasing. It was facilitated by 50 seasoned local and foreign toastmasters, and participated by 150 secondary school students.

Photographs from the 3-day camp and quotes from the participants will be published in the next issue of OurCMS magazine.



BUILD

Building homes with heart

Jalan Stephen Yong, Kuching





COPE treats orphans to 'buka puasa'

27 June 2015 – Smiles and laughter were all around at Surau Mutiara Damansara as 40 orphans from Rumah Anak Yatim & Tahfiz Paya Jaras were treated to a 'Majlis Berbuka Puasa'.

As part of its 'Doing Good' initiative, CMS Opus Private Equity organised and sponsored RM3,000 for the event which was hosted together with the local communities. RM50 'duit raya' was also handed out to the anak-anak yatim.



In time of need

15 July 2015 - CMS Cement's Quality Management Executive, Puan Ngatimah Bt Danan approached CMS Cement during her difficult time. On 24 October 2014, her spouse, Haji Zailani had his lower right limb amputated due to acute diabetes, which an estimated of 2.6 million Malaysians suffer from.

RM5,702.80 was donated through CMS's compassionate fund, to purchase a prosthetic limb to aid his movement.

Haji Zailani Bin Haji Zainie is a former employee who had served with CMS Cement for 35 years since 1978.





Clean up four MESS!

CMS Property shows love for Mother Earth

2 August 2015 – 18 staff from CMS Property Development came together to show their love for mother nature. Staff gathered at the Pasir Pandak Beach as early as 7.00 am to clear more than 30 bags of rubbish and debris from the beach.

It was a 'feel good' experience as the activity brought staff closer by working in a team.



1 May 2015 – The Super Heroes were out on Labour Day! They came dressed in their character costumes looking outrageously strong and mighty, which embodied this year's theme – 'Super Rat Race Working Heroes'.

The weather was kind to the runners who ran in costumes for 5km, and among them were 51 CMS employees and 25 students from Tunku Putra School.

The event held for the second time, served as a platform to raise funds for the Society for Critically Sick Children (S.O.S Kids), while honouring all hardworking and dedicated 'heroes and heroines'.

CMS sponsored RM5,000 for the event.

Pertubuhan Insuran Sarawak Run





17 May 2015 - You do need to have insurance to run (pun intended). The Insurance Society of Sarawak had their inaugural 5km run for its members and the general public on Sunday, at Le' Park Kuching.

The route took an uphill turn from Batu Lintang Road leading to Tabuan Road, which was difficult for some of our female runners. Despite that, the 10 CMS runners completed the run feeling happy when they headed for the finishing line.



Get Active for a
Healthy Life

16 June 2015 – There was a huge turnout at this year's Spring Live Active Run with participation from 89 CMS employees, led by Group Managing Director, Dato' Richard Curtis. They all gathered at tHe Spring Mall that Sunday morning to run in five categories – 21km Half Marathon, 10km Run, 10km Corporate Run, 5km Run and 2km Kids Dash.

Together with over 4,000 other participants, they ran to celebrate a healthy, active lifestyle whilst supporting a great cause. The annual Run was organised to raise funds for three charitable organisations namely The Kuching Autistic Association, Special Olympics Sarawak and Persatuan Dialisis Cahaya Kuching.



KUCHING MARATHON 2015



• Doing Good

Raising funds for the Intellectually Disabled Children

3 May 2015 - Four teams from CMS joined the annual PERKATA Open Day Sale in Kuching to help raise funds for the welfare of Intellectually Disable Children in Sarawak.

Among the food sold were chicken satay, fruits, bread, packet noodles, curry puff and other local delicacies. Group Internal Audit even spiced up their sales by selling jewelleries. CMS Cement on the other hand, prepared the all-time favourite nasi lemak and fried noodles for the awaiting customers. The group raised RM6,393 for PERKATA.

Breakdown of Sales:

Div/Dept	RM
Group Human Resources, Group IT & Group ED	2,054
Group Internal Audit	1,848
CMS Works & CMS Pavement Tech	996
CMS Cement	1,495
Total amount raised	6,393





5 July 2015 – Cars lined on both sides of the road at Jalan Ong Tiang Swee for the Sarawak Cheshire Home Open Day and Charity Sales.

Our CMS Teams which comprised of Group IT, CMS Cement, CMS Clinker, CMS Property Development, CMS Infra Trading and CMS Agrotech set-up a total of six stalls to sell ayam masak merah, bak chang (meat dumpling), satay, pastries, fruits and drinks. It was definitely an impressive array of food to choose from.

They raised a total of RM6,554 for the Sarawak Cheshire Home.

More Fundraising Sales!





PIBAKAT Food Fair

16 August 2015



Doing Good

Brave to be Bald



3 May 2015 – Sixteen CMS employees shaved their heads at CityOne Megamall while another two did a cash collection for Go Bald, Kuching. Their combined collection of RM9,352 was donated to the Sarawak Children's Cancer Society.











On 26 May 2015, the Health Safety & Security Department of CMS Cement collaborated with Normah Medical Specialist Centre to organise a Blood Donation Drive. The two-hour programme which started at 9.00 am collected 18 pints of blood from the donors.

CMS Cement organises this yearly programme to help with the shortage at the hospital's blood bank. Further more, it has yielded a positive impact on the workers who are regular donors.



Recycling for Charity

31 July 2015 - Group Internal Audit organised its first Group Recycling Campaign at the compounds of Wisma Mahmud, Kuching. The campaign drew overwhelming response from CMS employees group-wide.

2,718.5kg of used items were recycled and a total of RM578.40 were raised for charity. It was a great opportunity for staff to gather in the name of protecting the environment while raising donations for families in need.



PPES Works donates to MRCS Kuching



15 May 2015 - Forty-seven of PPES Works staff got together to 'Do Good' for the community by donating a total of 360 man-hours of used clothes to the Malaysian Red Crescent Sarawak Kuching.

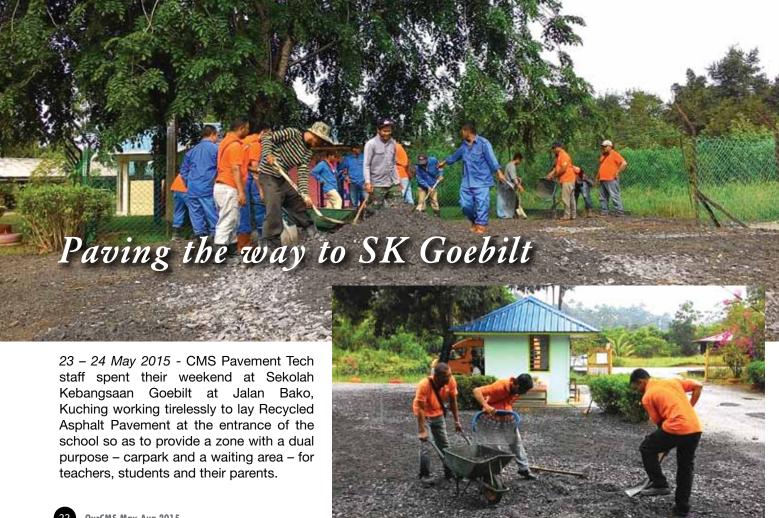






On 16 May 2015, CMS Roads RMU Niah gathered to help repair and improve the community's Surau Al-Quddus at Kampung Pasir Putih Iran, Suai Niah.

Led by Operation Executive, Walled Jaraiee, the team gave the Surau a new and fresh look. The activities for the day included the levelling of the adjoining access road, earth works, plastering of cement, site clearing and cleaning of the Surau.



RMU Sarikei paints for a good cause



Responsibility (CSR) Corporate Social is part of CMS's annual activities and is our commitment to 'Doing Good' in our community.

On 25 July 2015, 39 staff from RMU Sarikei and Sibu Regional Office volunteered to repaint the parking lots and concrete kerbs of St. Anthony's Roman Catholic Church and St. Clement Kindergarten, Sarikei.

With paint and rollers in hand, volunteers got down to work as early as 8 am; and by 4 pm, the Church was presented with a new look.





9 August 2015 - CMS employees participated in their first 24km cycling event which started at 7.00 am at the Boulevard Shopping Mall. More than 500 cyclists took to the road towards Kuching Sentral and to BDC via Jalan Stutong Baru then off to Jalan Simpang Tiga. From there, they cycled uphill to Jalan Batu Lintang and went through Rock Road to finish at the Boulevard mall. The uphill climb at Jalan Batu Lintang proved to be difficult for some but nevertheless they completed the ride!



Control Self-Assessment (CSA) is simply a process or methodology where an organisation's risks and internal control effectiveness are being examined and assessed by the process and control owner(s) to verify that key controls are functioning properly. This assessment process can also be considered as a management technique to assure key stakeholders, both internal and external, that an organisation's internal controls system is reliable and functioning as intended and risks are being effectively managed and mitigated.

What are the benefits of CSA?

The benefits include but are not limited to the following:

- · Accountability for internal controls.
- Enhancement of training opportunities with the assessment being an effective training tool.
- Ability to minimise the risk of fraud.
- Creation of a stronger control environment/self-awareness.
- Responsibility for assessing and managing risk belongs to management and all employees.

When and how to use CSA?

Generally, CSA provides an open forum for stakeholders to assess their risks and controls and to enhance their ability in achieving organisational objectives. It also helps to foster better communication, cooperation and understanding within the different organisational units. Additionally, this assessment can be used when there are new work processes, reorganisations, change in management or employee turnover and processes that cross over into other work groups. Common types of approaches to conduct the assessment are questionnaires, interviews and workshops. There is no "best" approach, as it depends upon objectives and scope, as well as knowledge, skills and availability of resources.

Value of CSA for CMS?

The introduction of CSA will allow CMS to establish and maintain a strong internal control system within the organisation which will lead to a more efficient business system. It will help employees to understand control and it fosters an improved awareness of risk and controls amongst management and employees. The involvement of employees in this assessment process may allow a higher likelihood of employees embracing change as it provides them an understanding of their role within the big picture. From a financial perspective, this assessment can help reduce costly and ineffective controls while creating valuable alternatives as it evaluates the strengths and weaknesses of the existing controls.

In conclusion, the implementation of an effective CSA will create a stronger internal control environment, assuring key stakeholders that the organisations' risks are managed effectively and organisational objectives can be met.