



Corporate Governance Case Study

Dubai Aviation City Corporation
Dubai World Central Project

16.6.2010





Index

1) Introduction

2) Establishment of Corporate Governance

3) Achievements

4) Challenges



Introduction

**Dubai Aviation City
Corporation
Establishing Laws**

Law no. 8 for the Year 2006

Law no. 20 for the Year 2007

Law no. 24 for the Year 2007

Introduction

Project Map





Introduction


- **Main Strategic objectives:**

Attracting international air transport companies to select The City as a center for its regional and international operations.

Making the city a leading international center for education, training and research relating to air navigation and air transport.

Attracting business and encouraging investment in The City and its zones so as to make it a center possessing all competitive factors relating to air navigation.

Making The Emirate and The City an international center for multi-modal transport.






Introduction

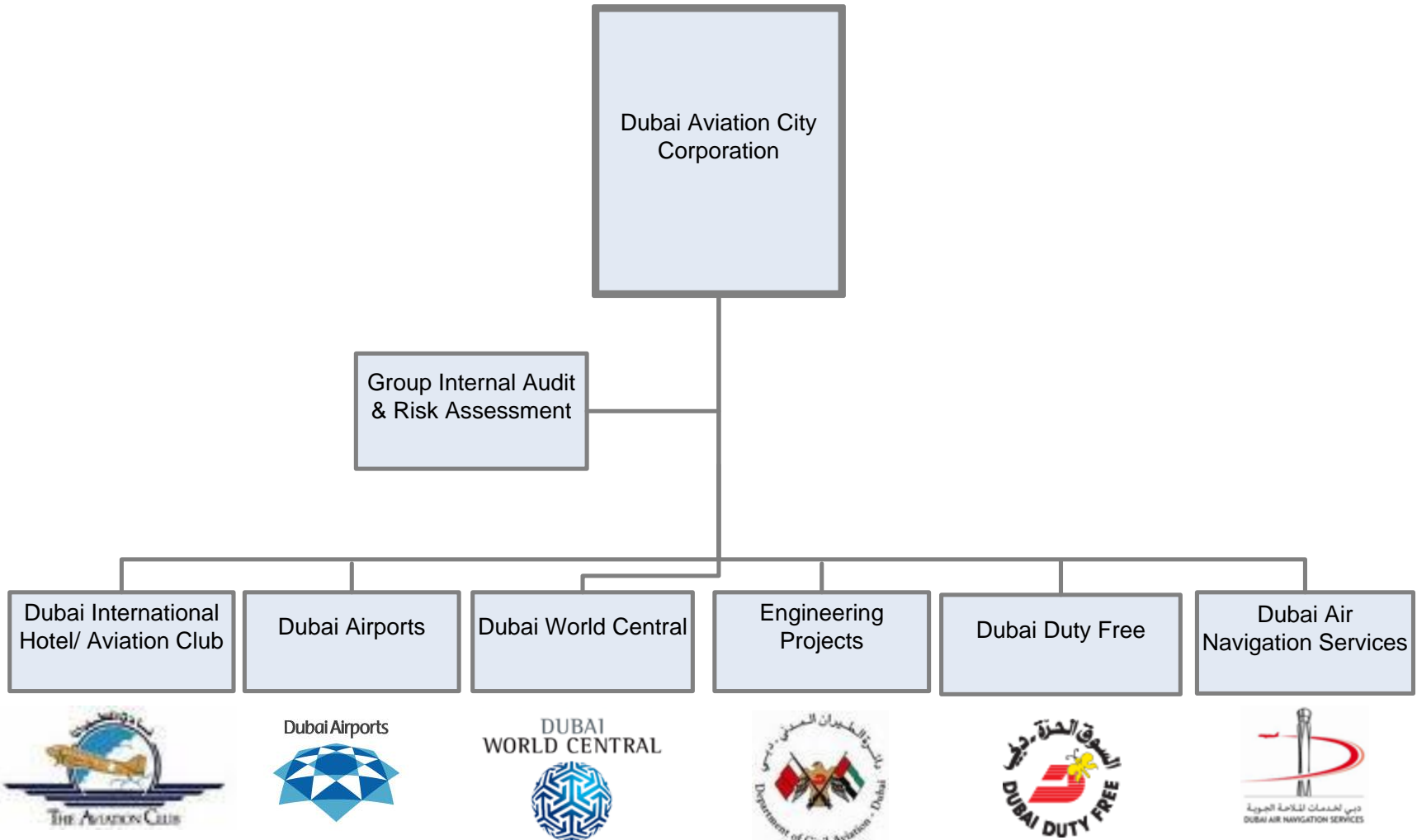
Mission:

- To make Dubai the leading global hub for Aviation, Air Transport and Logistics industries by 2020

Vision:

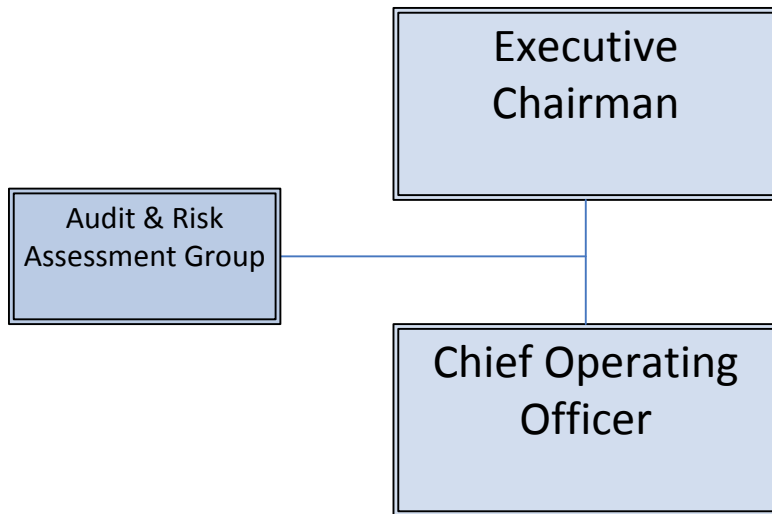
- To provide leading companies in the Aviation, Air Transport and Logistics industries a unique platform consisting of state of the art infrastructure and a business friendly environment. The platform will promote Dubai as a global hub and contribute towards Dubai's sustainable economic growth. In addition, DACC will focus on Education, R&D and Innovation and will be a catalyst for development of national talent in the respective industries.
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Organizational Chart

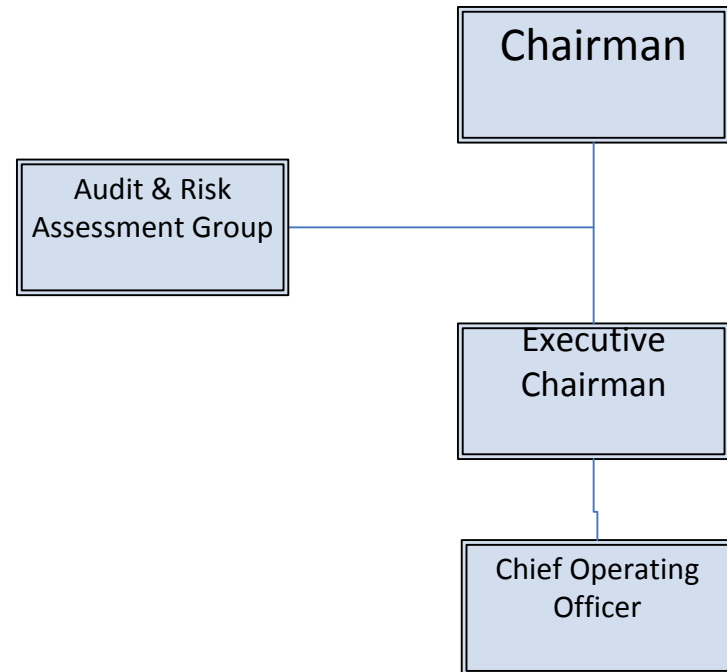


Internal Audit Structure

Previously
DWC



Currently
DACC





Corporate Governance Establishment

- Study & Benchmark
- Review & evaluate current objectives and Mission & Vision
- Starting Corporate Governance procedures





Corporate Governance Achievements

Awareness Campaign:

External Training

Internal Training

Establishment of Corporate Governance Committee

Member of Institute of Corporate Governance



Achievements



Achievements



Achievements

Authority Matrix

Financial & Managerial Authority Matrix have been developed to identify and determine authorities and responsibilities

DUBAI WORLD CENTRAL		AUTHORITIES MATRIX - FINANCIAL PLANNING & BUDGETING							
		I	R	A	N				
		Initiate	Review	Approve	Notify				
Decision Points	Corporate						Business Units		
	Chairman	Executive Chairman	Committee		COO	CFO	Dir/SM/ Mngr	CEO	Dir/SM/ Mngr
1 Financial Planning & Budgeting									
1.1 Budget Preparation									
1.1.1 Corporate		A			R	R	I		
1.1.2 Business Units		A			R	R		R	I
1.2 Budget Transfer									
• Up to AED 5 million					A			R	I
• Above AED 5 million and up to AED 50 million		A				R		R	I
• Above AED 50 million	A					R		R	I
• Transfers to / from Business Unit								JA	I
• Transfers between Capex, Opex or Payroll <small>Note 1</small>		A				R		I	I
1.3 Budget Revisions									
• Up to 2% of the approved budget						N		A	I
• Above 2% and up to 5% of approved budget					JA	JA		R	I
• Above 5% of the approved budget		A				R		R	I
2 Formation and dissolution of legal entity		A			A	R	I	N	N

Note 1: Department of Finance to be notified of material transfers between different budget sections eg capital to expenditure

Approved:

Executive Chairman

Date 23-04-09

Achievements

Segregation of Duties

Previously

Currently

Procurement &
Human Resources

Procurement

Human Resources

Contract preparation,
Approval & Payment
with Finance

Contract Preparation &
Approval with
Procurement

Payments with Finance

Achievements

Staff Intranet

DWC *i*nsite

DWC - Intranet

All Sites Advanced Search


DWC - Intranet | Document Centre | EC / COO Office | Business Units | Shared Services | My Information

View All Site Content

- Lists
- DWC
 - Objectives
 - Vision and Mission
 - Authority Matrix
- Policies and Regulations
 - HRM Policy
- DWC Calender
 - DWC Events Calender
- Directory
- Media Center
- News
- DWC Discussions
- Training Center
 - DWC LAB
 - Systems Training

Quote of the day
"Leaders are people who do the right thing; Managers are people who do things right..."

FM EXPO 2010



Meeting Room Calenders

- Meeting Room 1
- Meeting Room 2
- Meeting Room 3
- Meeting Room 4
- Meeting Room 5

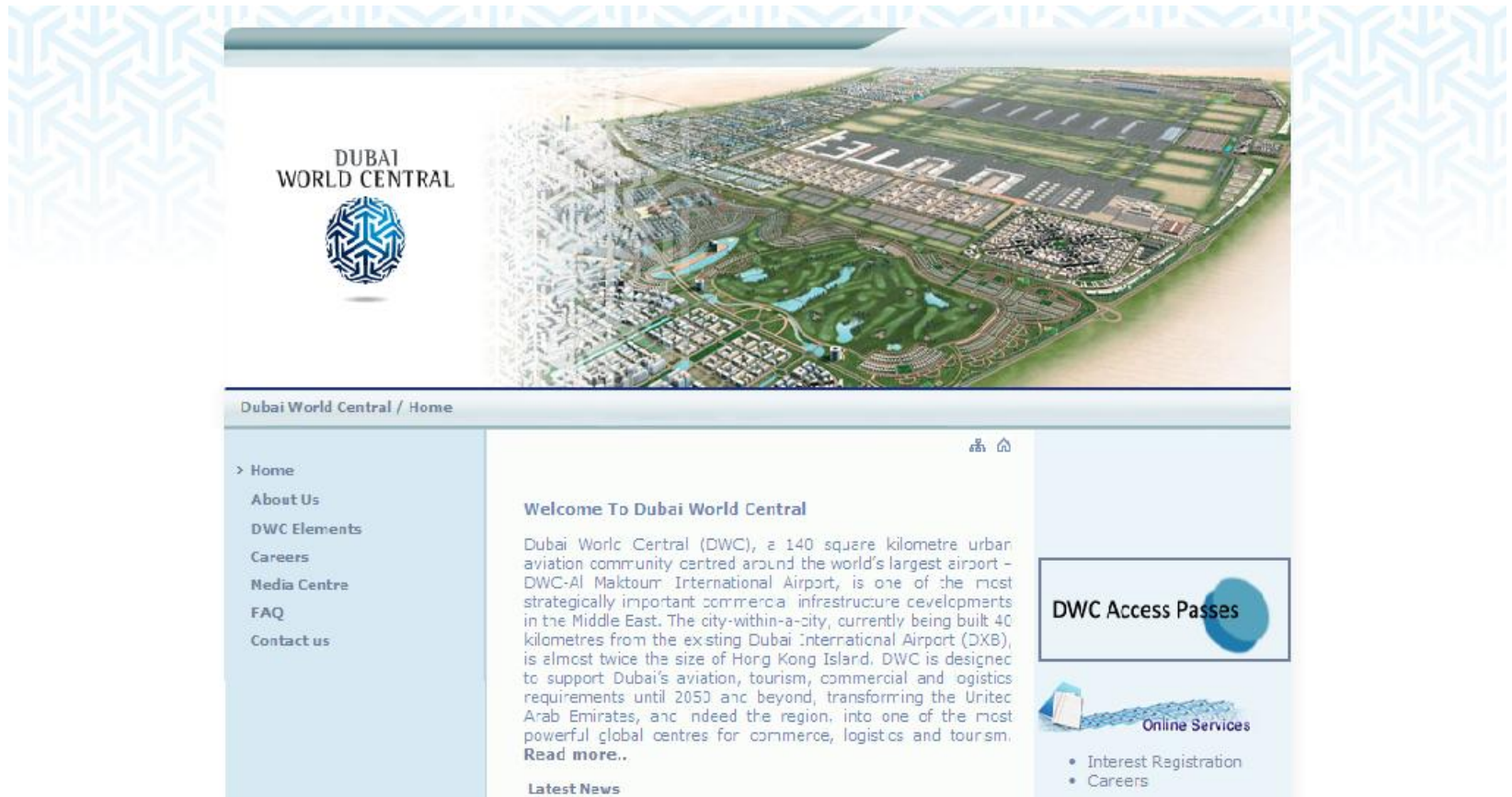
For those of our colleagues who wish to book any of the meeting rooms, kindly contact the DWC reception prior to your meeting

DWC Services

- HR Services
 - Development and Strategy

Achievements

DWC Website



DUBAI WORLD CENTRAL

Dubai World Central / Home

- > Home
- About Us
- DWC Elements
- Careers
- Media Centre
- FAQ
- Contact us

Welcome To Dubai World Central

Dubai World Central (DWC), a 140 square kilometre urban aviation community centred around the world's largest airport - DWC-Al Maktoum International Airport, is one of the most strategically important commercial infrastructure developments in the Middle East. The city-within-a-city, currently being built 40 kilometres from the existing Dubai International Airport (DXB), is almost twice the size of Hong Kong Island. DWC is designed to support Dubai's aviation, tourism, commercial and logistics requirements until 2050 and beyond, transforming the United Arab Emirates, and indeed the region, into one of the most powerful global centres for commerce, logistics and tourism. [Read more..](#)

Latest News

DWC Access Passes

Online Services

- Interest Registration
- Careers

Achievements

Amakin DWC

مؤسسة مدينة دبي للطيران
DUBAI AVIATION CITY CORPORATION
مؤسسة دبي للطيران
DUBAI WORLD CENTRAL

MORE THAN AIRPORT

DWC DLC Office Parks Panorama DWC Construction Agent Buildings

المساعدة HELP

search

welcome **duserve**

Instant Info

Imagery

display visibility scale

Satellite Imagery (Sep 200...)

Imagery

Spatial Data

Advanced Search

Legend

Aviation City Status

- Free
- Blocked Special Purpose
- Blocked Expansion
- Reservation Confirmed
- Reservation Requested
- Signed
- Cost
- Other
- Aviation City
- Staff Village Status
- Free
- Blocked Special Purpose
- Blocked Expansion
- Reservation Confirmed
- Reservation Requested

DWC

- Cost
- Other
- Logistics City
- Residential City Sta
- Free
- Blocked Special Pl
- Blocked Expansion
- Reservation Confir
- Reservation Reque
- Signed
- Cost
- Other
- Residential City
- Roads_Runway
- Roads

Copyright : Dubai GIS Department

Internet 100%



Achievements

Dubai Logistic Corridor

Establishing Dubai Logistics Corridor Board

Signing Service Level Agreement between the two corporation

No competition Agreement

Bridge between Free Zones





Achievements Processes

Study the objectives and activities of each department through the engagement of the work team and an external consultant

ARIS program was used to design the processes

More than 90% of the departments established their processes

Example (Real Estate)





Challenges

- Discussions to establish DACCC Board
 - Roles & Responsibilities of The Board
 - Board approval on all strategies, policies & procedures...etc
 - Escalate the committees functions to the Board Level
 - Prepare succession plans
 - Quarterly financial reports
- 