

URBAN-ECON

DEVELOPMENT ECONOMISTS

Company Profile

2008



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URBAN-ECON
Development Economist

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URBAN-ECON combines specialised skills, extensive experience, professional ethics and personal service delivery to provide appropriate and practical economically viable solutions. A personal approach in efficient service delivery ensures that the project deliverables align with the clients' needs, therefore equipping the client with the necessary knowledge to make informed decisions.

BACKGROUND & APPROACH

URBAN-ECON is a professional consultancy firm specialising in the field of development economics. Development economics as advocated by **URBAN-ECON**, refers to the field of research where spatial principles are applied in an economic context.

The approach that **URBAN-ECON** follows is based on the integration of the various components of development economics, namely economic market focus, spatial aspects, sustainable planning and strategic development facilitation. Economic development opportunities are identified, spatial planning parameters drawn up and implementation guidelines specified in terms of facilitating actions.

By following this approach, **URBAN-ECON** is able to deliver a unique service to its clients ranging from economic and impact analyses to providing inputs to land-use planning projects. The strength in this approach lies in that practical solutions to intricate problems based on market principles are provided which ensures the economic feasibility of projects.

In most cases **URBAN-ECON**'s clients are faced with a problem of having to address the discrepancy between the existing and potential levels of development. In solving this problem Urban-Econ applies holistic development principles to the complex multidimensional environment of integrated development. To ensure that the project deliverables are implemented, guidelines with respect to development facilitation are formulated which include, inter alia, the identification of projects, formulation of action and business plans, identification of funding sources and monitoring programmes.

CONSULTING SERVICES

URBAN-ECON was established in 1985 and has been growing in all aspects to become the only firm of development economists in Southern Africa of its size. The firm currently comprises more than twenty professional development economists with a wide variety of specialisation within the field of development economics and planning.

URBAN-ECON provides professional consulting services throughout the Southern African market and due to its past involvement in this Southern Region of Africa, has built up an extensive clientele network and established various economic databases of local and regional development circumstances.

The firm has **six** offices in South Africa from which its market can be effectively serviced, namely **Tshwane Metro, Cape Town Metro, Nelson Mandela Metro, Durban Metro, Mbombela and George**. Although each of these offices specialises in the regional circumstances of its area of location, the strong interaction between the branches ensures constant updating of resources, experience, knowledge and technology. This equips the firm as a whole to approach any economic developmental problem in a dynamic and authoritative manner.

Apart from **URBAN-ECON**'s extensive local networking system of firms and specialists, working relationships have also been established with a number of international experts. This compliments **URBAN-ECON**'s unique field of service delivery.

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SPECIALISATION

On account of the diversity of the training and experience of the personnel of **URBAN-ECON**, the firm provides services in a variety of development and economic fields, which are summarised as follows:

- **Impact Analyses:** The economic and socio-economic impacts of policy measures, investment and infrastructure projects such as housing, transport airports, roads, water provision, electricity generation, water quality, casino development, mining investment, etc are determined. Economic modelling techniques, such as the multiplier analysis, are usually applied in determining the impacts of projects and proposed investments. Policy measures impacts are modeled to motivate or verify potential effects to inform and direct decision-making.
- **Socio-Economic Analysis:** The socio-economic situation of communities plays an important role in the participatory planning process applied in development projects. Several methods are utilised to obtain relevant and up-to-date socio-economic information of which household surveys are one of the important sources. Participative survey methods are used whereby community members are trained and equipped with surveying skills to efficiently undertake the surveys under expert supervision. The results provide a base for planning proposals, inputs towards environmental and economic impact studies, infrastructure capacity studies and feasibility analyses.
- **Urban Development:** Economic research with respect to urban development, focuses on the creation of viable economic cities. **URBAN-ECON** approaches this by formulating development suggestions on how the economic base of urban areas can be broadened and diversified and formulates economic strategies specifying how integrated viable cities can be created.
- **Commercial Sector Feasibility:** The feasibility of proposed retail and office facilities are determined to provide guidelines with respect to investment decisions. Unique analysis techniques are applied to accurately determine market demand for decision making, but even more important, to interpret the findings in practical development implementation guidelines.
- **Inner City Revitalisation:** Revitalisation initiatives to attain economic development supported by appropriate spatial and physical infrastructure in CBDs are needed to reverse the general degeneration of development in inner cities. Economic strategies are formulated to address precinct regeneration.
- **Water Management Economics:** Since water is regarded as a scarce resource in Southern Africa, the application of economics in resource management and planning becomes increasingly important. Assigning market principles to allocation options renders results that are used in resource management decision-making. Economic and socio-economic research is regarded as an important component of water catchment studies, since it determines water utilisation by communities and economic activity consumption patterns which in turn impacts on infrastructure planning.
- **Economic Potential Analysis:** **URBAN-ECON** specialises in economic sector analysis to identify the development potential of an economy. Sectoral comparative advantages are identified which form the basis of development guidelines for implementation.
- **Feasibility Studies:** Conduct feasibility studies to determine the long-term viability of projects, based on the market situations and trends of property markets. The urban markets include, inter alia, retail, office, industrial and residential land uses.
- **Small Business Development:** The entrepreneurial development and improvement of capacity within communities are crucial in promoting local economic development and the creation of employment opportunities. In identifying the economic potential and market opportunities, the development of the small, medium and micro enterprise (SMME) sector is emphasised.
- **Tourism Sector Analysis:** The tourism sector is a growing industry in South Africa and therefore offers a wide variety of investment opportunities. In determining the feasibility of tourism projects, which range from hotel and casino research to tourism training and recreational studies, the market potential is determined by means of economic evaluation techniques.

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- **Strategic Development Studies:** URBAN-ECON has successfully completed more than 25 regional and subregional strategic development studies throughout South Africa and can therefore be regarded as specialists in this regard. These studies vary from large development regions to areas with a limited economic base. The strategies are aimed at addressing the inherent development potential of the economies to attain sustainable growth by means of implementable projects.

SELECTED PROJECTS UNDERTAKEN BY URBAN-ECON

- **Ngwathe LED:** Urban-Econ was invited to formulate an Integrated Economic Development Plan with strategic implementation guidelines based on identified development needs, opportunities and comparative advantages guiding the Ngwathe Municipality to facilitate integrated development, unlocking the latent economic development potential, encourage private sector investment and create economic development and job opportunities for the poor.
- **LED Planning for Southern Drakensberg Transfrontier Programme, Ukhahlamba District:** Urban-Econ EC is project managing a cluster of three projects being managed by the Ukhahlamba District Municipality, namely the Southern Drakensberg Transfrontier Programme, a LED Strategy for Elundini and a Tourism Plan for Elundini. Urban-Econ is managing the environmental and tourism inputs into the development plan and is responsible for providing specialist economic planning inputs into the plan. The plan will include the identification of environmental and economic development projects, the development of institutional arrangements at a management and implementation level, writing of business plans, financial viability modeling, capacitating institutional structures and taking one pilot project forward to implementation.
- **Karoo LED:** Urban-Econ was commissioned by the Northern Cape Provincial Government to formulate a Local Economic Development Framework for the Karoo. To date, this is the largest project of its kind in South Africa. The project entailed an investigation into the establishment of an LED framework for the Karoo District. The experience gained with the Karoo LED provides expertise in terms of key success factors, performance indicators and lessons learnt.
- **Cacadu LED:** Urban-Econ was appointed to compile a Local Economic Development Study for the Cacadu District. The purpose with the study is to investigate the options and opportunities available to broaden the local economic base of the area in order to address the creation of employment opportunities, investment and business development and the resultant positive spin-off effects throughout the local economy.
- **Saldanah Bay LED:** The Saldanah Bay Municipality is faced by a development problem in that the Municipal area jurisdiction is characterised by a mix of urban and rural economies, thus ranging from relatively strong economic performance to relatively isolated rural settlements with high levels of poverty. The focus of this study is to investigate the options and opportunities available to broaden the local economic base of the area and attract direct investment. To ensure sustainable development, the community empowerment focus and the enhancement of local opportunities to attract investment must be balanced in accordance with inherent resource capacity and comparative advantages.
- **Nkangala LED Plan:** Urban-Econ assisted the district municipality in the drafting of a suitable LED plan. A key outcome of this project was a comprehensive action plan to drive economic development initiatives through the district. As part of the LED plan a number of predetermined steps were followed. These steps included the initiation of a suitable survey process through which the status quo of the local business base could be determined. Furthermore, a number of public participation sessions (Summits) were conducted at which the firm presented the outcomes of the analyses, strategy formulation and project packaging. Additionally the firm was directly involved in the overall management of the project as well as the formulation of the four business plans associated with the LED Plan.
- **Bekkersdal Regeneration Programme:** Bekkersdal is a 7-year Presidential Urban Renewal Lead Project. Urban-Econ was commissioned by the Gauteng Urban Renewal Agency (Department of Housing), to identify and implement multiple economic regeneration projects within the Bekkersdal Township. Urban-Econ formed part of

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the Powerhouse Consortium and are involved in project implementation. Urban-Econ was responsible for the management of extensive household surveys (with a sample size of 1800 households), shopper profiles and business audits (formal and informal sector) that were conducted in the area as part of the initiative. Local community members formed part of the survey team.

- **Gauteng Poverty Indicators Analysis:** This study was commissioned by Gauteng Department of Public Transport Roads and Works with the purpose of determining the main areas ("pockets") of poverty in the Gauteng Province. Tasks included the identification of a series of poverty related indicators, their implications in Gauteng and the development of an index to be used to determine high-priority areas. These results currently inform provincial decision-making on strategic infrastructure investment in the province.
- **Economic Impact of Road Freight Congestion Regulatory Measures:** The client, Gauteng's Provincial Transport Department, approached Urban-Econ to assess the economic impact of two proposed congestion alleviating policy measures on the Gauteng provincial economy. Using an input-output modelling approach together with scenario formulation, various direct and indirect economic impacts could be estimated. These estimates provided the basis from which the Provincial Minister of Transport would decide whether to enforce the proposed policy measures.
- **Tshwane Overload Control:** Urban-Econ was appointed by the Economic Development Department: Transport Division of the City of Tshwane Metropolitan Municipality to develop a model that could test the economic impact that the introduction of truck overload control mechanisms will have on businesses and the broader economy of the City. Crucial responsibilities in the project included primary research in terms of data collection and interviews with key stakeholders in the business and transport sectors, interpretation of data, the design and calibration of a basis model, impact assessment and interpretation of results.
- **Gauteng Fast Train:** Urban-Econ was involved with one of the major SDI projects in Gauteng, namely the so-called Gauteng Fast Train. Urban-Econ is responsible for modelling the economic and socio-economic inputs of the train and the location of stations. The model that has been developed by Urban-Econ can be manipulated to simulate impacts in terms of employment, productions and other economic indicators.
- **Economic Feasibility of Upgrading Wonderboom Airport to International Status:** The client, Tshwane Metropolitan Municipality, appointed Urban-Econ as part of a multi-disciplinary team including environmental scientists airport engineers to quantify the economic feasibility of upgrading Wonderboom airport to international status. This high-profile analysis required the use of Urban-Econ's input-output economic model for impact estimates, as well as working together with the US based Economic Development Research Group who specialize in airport economics.
- **Mutale and Nwanedzi River Basins Water Resource Investigation:** This study is aimed at assessing the possible impact the construction of dams proposed in the Mutale river basin, and the effect on an increase in the height of the Nwanedzi dam on the local economy and population. Aspects such as socio-economics status and cultural-historic places of significance were considered.
- **Salinisation in the Middle Vaal River:** Acted as lead consultant with respect to the extensive investigation into the economic impact of salinisation in the Middle Vaal River system. Input-output and multiplier analyses have been extensively used in modelling the effects of saline water on the economy.
- **Economic Value of Water:** Determine the economic value of water for the Department of Water Affairs by means of applying economic modeling. This study was part of the Vaal River system analysis.
- **National Waste Discharge Charge System:** Urban-Econ is currently acting as project leaders to investigate and formulate a STRATEGY, which addressed the introduction of a waste discharge charge system (WDCS) in South Africa. The system of waster discharge charges would augment the pricing strategy for raw water use charges provided for in the National Water Act, 1998 (Act 36 of 1998).
- **Olifants River Water Resources Development Project: Regional Economic Impact Assessment:** Urban-Econ was appointed to undertake the Regional Economic impact Assessment of the proposed De Hoop dam. This entailed the compilation of a base profile of the study area in order to provide a basis against which the potential impact could be measured. Due to the fact that the mining sectors development was the main drive of the proposed dam, it was necessary to undertake a mining sector survey in order to obtain information about

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the nature of the developments taking place. The building of the De Hoop dam also entail certain implications for the water supply to Mozambique, and it was essential to determine potential positive economic benefit that will fall to Mozambique once the dam has been built and all the mining developments are operational.

- **Olifants River Water Resources Development Project: Economic Specialist Input for the Environmental Impact assessment** Urban-Econ was appointed to provide Economic Specialist Input in terms of the Environmental Impact Assessment. The aim of the Study is to provide an overview of the potential economic impact the ORWRDP might have in terms of the environmental impact. The findings of this investigation would be utilised in order to obtain final approval for the ORWRDP from government.
- **Buffelspoort Government Water Scheme – License Conversion:** Urban-Econ was appointed, as part of a consortium, to assist two mining houses (Lonmin and Aquarius) in their water license conversion process. Urban-Econ was responsible for conducting an economic- and socio-economic impact assessment of the proposed water rights conversion. The conversion of the water rights relate to a conversion of the rights from “agriculture” to “industrial”. The license application relates to the Buffelspoort Dam Government Water Scheme (BGWS) in the Rustenburg area. As part of the project, Urban-Econ formulated practical mitigation strategies, which include a proposal to link the industrial water rights to a new water schedule.
- **GPMC Technology Roadmap Study of the Automotive Industry in the Greater Pretoria Metropolitan Area:** Urban-Econ and the CSIR were appointed by the Greater Pretoria Metropolitan Council to compile a need for Technology Roadmap to assist them to make informed decisions on what initiatives and investment would be required to support the Automotive Industry within the Greater Pretoria Metropolitan Area.
- **Moses Kotane Development Agency:** The project entails the conceptualisation and planning for the establishment of an Economic Agency for the Moses Kotane Local Municipality, Northwest Province that will serve as extension to the implementation capacity of the municipality’s LED Department. The initiative entails the compilation of a pre-feasibility study for the operation and the application for grant funding to initiate the process. Following the successful application for funding, Urban-Econ has been selected as members of a Panel of Consultants who will assist the Municipality on an ongoing basis.
- **West Rand Development Agency:** This project was initiated by the West Rand District Municipality (WRDM) and funded through the USAID. An application was submitted to the IDC for further assistance in the establishment of the West Rand Development Agency, which was approved in January 2004. Urban-Econ assisted the WRDM during the Pre-Establishment Phase of the agency which entails the appointment of a Board of Directors for the agency, the compilation of an Integrated Master Plan and Interim Business Plan for the agency’s set-up and conceptualisation of economic and regeneration projects that could be implemented by the agency.
- **IDC Agency Manual:** Development agencies are a form of independent organisations that can be used effectively by municipalities to facilitate the implementation of economic development projects. The Industrial Development Corporation appointed Urban-Econ to formulate the preparation of a manual on how to establish such development agencies. Urban-Econ has made a study of development agencies, their roles and functions and prepared the manual for use by municipalities, development agencies themselves, councillors and other role players that have an interest in the establishment and operation of the agencies.
- **NIPS for POPS Economic Impact:** Urban-Econ has been appointed as part of a specialist team to undertake the economic impact assessment of Infrastructure related to Persistent Organic Pollutants (POPS) in South Africa. The focus of the assessment is to formulate clear strategic guidelines related to the impacts of POPS and or their removal/eradication for the Development of National Implementation Plans (NIPS) of the Stockholm Convention on POPS.
- **GODISA SME Baseline:** Urban-Econ was appointed by GODISA Programme Management Unit to undertake a study to establish baseline information with respect to the technology intensive sub-sector of SMMEs. This will provide insight in the needs, trends and opportunities of the sub-sector, as well as identify key areas for intervention by Godisa.
- **Nelspruit CBD Business Improvement District:** Investigate the business profile of the Nelspruit CBD in the context of the urban economy and performance of local urban land use markets. Devise strategies to be implemented by means of the establishment of a Business Improvement District (BID).

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- **An assessment of Kimberley Retail and Office Market Trends, with the emphasis in the CBD:** This project entailed an analysis of the Kimberley economy, with specific reference to the retail and office market. Urban economic techniques, including retail modelling and rental differentiation were applied to assess the state of the local retail and office sector. A business inventory was compiled; household surveys were conducted, locally and regionally; as well as customer profile surveys. Based on this information, an economic revitalisation strategy and detail implementation plan was formulated for the Kimberley CBD.
- **Eastern Cape Industrial Sector Study 2006.** Urban-Econ EC was appointed by the Eastern Cape Socio-Economic Consultative Council (ECSECC) to undertake an industrial sectors study for the Eastern Cape Province. The study is envisioned to provide inputs to the Provincial Industrial Strategy that is currently being prepared. The focus of the strategy is on the provision of the support to the sectors with the potential for job creation in the province. In this context, this study aims at identifying the sectors that have the highest potential for uplifting the second economy in the Province, taking due cognisance of the growth barriers that the priority sectors are facing.
- **Limpopo Industrial Parks refurbishment:** The Limpopo Provincial government, Department of Economic Development, Environment and Tourism has appointed Urban-Econ to undertake a feasibility study on the Resuscitation and Refurbishment of Industrial Parks in the Limpopo Province. The Industrial Parks need to be reviewed in terms of their feasibility to generate sufficient revenue from proposed investments to resuscitate the parks to the extent that they need to reflect 100% occupancy rates by 2010.
- **Industrial Strategy for East London Industrial Development Zone (IDZ):** IDZs are special economic zones with duty-free privileges for export-oriented industries to attract foreign investment, and to increase exports. A strategy for attracting appropriate investors was formulated based on an economic analysis of the comparative advantages of the region, the incentives available and the resulting location factors for the IDZ.
- **Dubai Transport Plan:** The purpose of this study is to address the future growth potential of the Dubai economy, as an input into an *Updated Five Year Transportation System Implementation Plan* for Dubai. The Transportation Plan addresses a period from 2003 to 2020 and projections were made for three periods from the current date, namely 2005 to 2010; 2010 to 2015; and 2015 to 2020. The study area is being defined as the built environment of Dubai. It is important to realise that the Dubai economy is an open economy system with linkages to the Emirate of Abu Dhabi and especially the adjacent urbanised area of the Emirates of Sharjah.
- **Investment Incentive Policy for Sedibeng District Municipality (SDM):** The purpose of this appointment was to formulate an investment incentive package for Sedibeng District Municipality, which are based on a critical review of the economic base and local development opportunities in the area, that could be used to attract both domestic and international investors.
- **June 16th Heritage Trail Soweto:** Urban-Econ was appointed by EMBA PM to assist the project team responsible for the project management and implementation of the JUNE 16th ROUTE in Soweto to undertake a feasibility analysis and business plan. Focused market research was undertaken to establish the feasibility and viability of the proposed route and the individual activities. The results of the market research were packaged in appropriate format for investment marketing.
- **Madiba Bay Leisure Park Flagship Project - Madiba Bay Leisure Park** The purpose of this project is to undertake appropriate economic and property market research to determine the commercial feasibility of the proposed Madiba Bay Leisure Park development concept with specific reference to the implementation of various identified precincts. The proposed project concept consists of various precincts with key economic anchor activities with supporting and complementary land uses. These include, amongst others, a Lion Park-, Adventure-, Big Five-, Golf-, Holiday Accommodation-, Fishing- and Seafront Precinct.
- **North West Province Growth and Development Barometer:** The North West Barometer represents a detailed statistical assessment of all aspects pertaining to growth and development within the North West Province. This document is structured according to six pillars: the economic structure, social services, human resources, physical infrastructure, governance, and protective services. The 2001 Barometer was completed previously by Urban-Econ, and subsequently Urban-Econ has been appointed for the update of the 2003 Barometer.
- **Kayamandi Business Model:** Stellenbosch Municipality commenced the implementation of the Kayamandi Economic and Tourism Corridor (KETC) after securing R8.5 million of funding from the DPLG's MIG programme.

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The purpose of this funding is mainly to cover the capital costs of Zone 1 of the KETC development. It is important to note that the first phase of the development, which is currently in construction, will include a tourism and commercial centre. This tourism and commercial centre will form the pivotal, formal economic node of the entire KETC.

- **St Helena Bay SDI Impact Study:** Urban-Econ has been appointed by Euroconsult Estates to assist them with preparing the economic study and socio-economic components for St Helena SDI Project. The purpose of this study is to undertake the necessary research in order to compile inputs into the Scoping Report as well as the Environmental Impact Assessment for the envisaged project. These specific inputs relate to the socio-economic and economic dimensions of the EIA.
- **Overberg Growth and Development Summit:** Urban-Econ has been requested by the Provincial Government Western Cape Department of the Premier to engage with the Overberg District Municipality to provide technical and operational assistance into the proposed Growth and Development Summit to be held on Tuesday 17th April 2007 in Hermanus.
- **Cape Town Formula One Impact Study:** Urban-Econ has been requested by The South African Grand Prix Corporation (Pty) Ltd to provide the inputs into the African F1 Grand Prix Project. The study area will consist of the Track and Infrastructure, Project Symphony West, adjacent to the Cape Town International Airport and Killarney. The aim of the study will be to provide input into the economic drivers of the proposed project, the market demand for developing identified land uses, the development of a financial model and the modelling of economic impacts for each of the proposed land uses developed as part of the project.
- **Bid Documents for Disposal of Council Owned Land:** The Purpose of these projects are to assist the Acquisition and Disposal Unit in the Department of Property Management, City of Cape Town in the preparation of BID Documents for the disposal / lease of council owned properties.
- **Sector Plan: Furniture:** Urban-Econ is appointed by the Department of Economic Development and Tourism to undertake a sector study for the furniture industry in KwaZulu-Natal. The study includes the assessment of the existing industry and the development of the future industry through technical analysis and the involvement of the key stakeholders in the industry and the province. Part of the project involves the identification of specific Black Economic Empowerment SMME opportunities that could be implemented in the short term.
- **National Local Economic Development Policy and Strategy:** Urban-Econ has been appointed to assist in the formulation of the national policy and strategy for local economic development. The Department of Provincial and Local Government and the Department of Trade and Industry jointly manage the project. The central thrust of the policy is to support the national economic development efforts through better coordination and integration of local economic development efforts.
- **Impact of HIV/AIDS on Agriculture:** Urban-Econ was commissioned by the Department of Agriculture and Environment to investigate the impact of HIV/AIDS on agriculture and to recommend strategies for the department in dealing with the resulting challenges. Adopting a holistic approach to the investigations, Urban-Econ determined that HIV/AIDS is likely to impact significantly on the formal sector, the emerging and the traditional agricultural sectors. The epidemic will also have an impact on the internal operations of the department and pro-active strategies needs to be adopted by the department. It was recommended that the department formulate an internal unit to liaise internally and externally with the relevant and key role players.
- **Feasibility study for a proposed industrial park near the Kruger Mpumalanga International Airport:** Urban Econ was appointed to compile a feasibility study for the potential development of an industrial park in the vicinity of the Kruger Mpumalanga International Airport (KMIA). The purpose of the study is to collate all economic information and investigate coordinated and integrated options and opportunities available to develop a financial feasible and economic viable industrial park in proximity to KMIA, packaged as a business plan supported by an implementation framework.
- **Project Management for the Mpumalanga Customised Sector Studies Programme:** Urban Econ was appointed as project manager responsibly for formulating an integrated trade and investment strategy based on work done on specific sectors by other consultants. The project entails basic project management duties such as

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coordination of meetings, review of the work product of other consultants; follow up with work product to be delivered and integration of all the relevant work materials into an integrated document and strategy.

- Cacadu District Municipality Pre-Growth and Development Summit Workshops:** Urban-Econ EC has been appointed to facilitate and coordinate 10 pre-growth and development summit workshops in the Cacadu District Municipality. The CDM has recently completed its District Wide Economic Growth and Development Strategy and is initiating local workshops to generate project ideas that can have a district wide impact and generate local support for the EGDS.
- Impact Assessment of ISRDP and LED Projects, Chris Hani District Municipality:** Following the project planning, management and implementation of the ISRDP and LED anchor projects, CHDM requires an assessment of the various development projects in terms of the identified and expected impacts, including, but not limited to, sustainable job creation and income generation.

BLACK ECONOMIC EMPOWERMENT

Urban-Econ is a Black Business Enterprise with more than 30% of its ownership black ownership. Eighty six percent (86%) of the personnel of Urban-Econ are PDIs. The ownership, professional and administrative personnel composition of the firm is indicated in the following table.

	HDI Status	Gender Status
Ownership	30% black*	50% female
Professional personnel	86% PDI	71% female
Administrative personnel	100: PDI	100% female

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