

**A STUDY TO DEVELOP A FRAMEWORK TO ASSESS THE  
EFFECTIVENESS AND EFFICIENCY OF URBAN  
MANAGEMENT IN JAFFNA URBAN AREAS**

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## DECLARATION

I declare that this thesis is my own work and does not incorporate, without acknowledgement, any material previously submitted for a degree or diploma in any other university or institute of higher learning. To the best of my knowledge and belief, it does not contain any material previously published or written by another person, except where due acknowledgement is made in the text.

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Surenthi Jeyabalan

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Date

The above candidate has carried out research for the Master's thesis under my supervision.

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Dr. Gayani Ranasinghe

.....

Date

I dedicate this  
work to my beloved  
late mother and my father,  
  
who always supported me,  
encouraged my dreams,  
and inspired me to  
pursue every adventure.

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## ABSTRACT

This study analyses the key criteria influencing the effectiveness and efficiency of urban management systems within three urban areas: Jaffna Municipal Council (JMC), Chavakachcheri Urban Council (CUC), and Point Pedro Urban Council (PPUC). Effective and efficient urban management is achieved through the implementation of good governance practices and the assessment of key performance indicators (KPIs) that reflect the functionality of urban systems.

A mixed-method approach was adopted, combining quantitative and qualitative analyses. The Full Permutation Polygon Synthetic Indicator (FPPSI) method was applied to evaluate and compare the identified criteria influencing urban management performance. The analysis revealed five key dimensions critical to effective urban management: urban planning and development, service delivery, economic development, environmental management, and governance and participation.

The FPPSI results indicated that JMC exhibited the highest performance (FPPSI values: 0.90–1.25), demonstrating strong planning and service delivery mechanisms. CUC achieved moderate scores (0.80–0.95), with notable gaps in infrastructure and economic reinvestment. PPUC showed lower values (0.70–0.85), reflecting weaknesses in environmental management and governance.

The findings confirm that the FPPSI framework offers a data-driven and visual approach to assess urban management effectiveness, enabling policymakers to identify strengths, gaps, and improvement areas. The proposed framework can be adapted for other Sri Lankan municipalities to enhance decision-making, transparency, and sustainable urban governance.

**Keywords:** Urban Management, FPPSI, Good Governance, Key Performance Indicators, Urban Planning, Efficiency, Effectiveness, Sustainability, Jaffna District

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