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SMART CITY MISSION AND URBAN GOVERNANCE: A CASE STUDY OF MIZORAM IN NORTHEAST INDIA

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ABSTRACT:

Urbanization is often viewed as a key indicator of development, yet it also brings complex challenges, particularly in a diverse and densely populated country like India. As cities expand, they encounter issues that affect the quality of life for residents. The Smart City Mission (SCM), launched by Prime Minister Narendra Modi on August 15, 2015, seeks to address these challenges by promoting sustainability, efficiency, and enhanced urban living. Smart cities—also known as Digital Cities, Wireless Cities, or Future Cities—utilize technology and innovation to modernize infrastructure, governance, and public service. This study investigates the implementation of the Smart City Mission in Aizawl, analyzing its urban governance framework, key projects, and execution challenges.

Significant initiatives under the SCM in Aizawl include the Pelican Crossing System, Reverse Vending Machines, water kiosks, and the Integrated Command and Control Center, which showcase efforts to integrate digital governance and improve urban infrastructure. However, challenges persist, particularly in areas such as funding, technological adaptation, equitable urban development, and long-term sustainability. This paper evaluates the progress of the Smart City Mission in Aizawl and provides a comparative framework for understanding urban governance in Northeast India. By doing so, it offers insights into the broader implications of smart city initiatives across the region. While smart cities play a crucial role in ensuring a sustainable future, their transformation is a gradual process that requires continued investment and policy refinement. The Smart City Mission remains one of the Indian government's most ambitious projects, with a vision for full realization by 2030.

Keywords: Urbanization, Smart City Mission (SCM), Urban Governance, Sustainable Development.

1. Hill City Hurdles: Urban Governance and the Smart City Mission in Aizawl

Introduction:

Hill cities in India serve as unique hubs of development, but their economic growth has been accompanied by challenges such as a rising urban population and difficult terrain. These factors have led to unsystematic and unsustainable growth, which in turn affects the quality of urban life and the built environment (Batra, *Urban Development and Hill Cities in India*, 2018). This report focuses on

Aizawl, the administrative capital of Mizoram, which is part of the Indian government's '100 Smart Cities Mission'¹⁰. It examines the interaction between the Smart City Mission and urban governance in Aizawl, aiming to make the city more vibrant, competitive, and livable. Additionally, the report provides recommendations for the effective implementation of the Aizawl Smart City initiative.

India's rapid urbanization brings both opportunities and challenges. Cities contribute significantly to the nation's economic growth, yet they also face issues like inadequate infrastructure, resource constraints, and governance inefficiencies. Recognizing the importance of well-planned urbanization, the Indian government launched the Smart Cities Mission (SCM) in 2015 to create sustainable and inclusive urban spaces that improve citizens' quality of life (Jain, *Smart Cities in India: Vision and Implementation*, 2019). The success of such initiatives depends on the existing urban governance structures and their ability to integrate technology while ensuring active citizen participation.

Aizawl, like other growing urban centers in India, faces unique governance and developmental challenges. While national programs like SCM and AMRUT aim to modernize urban administration, Aizawl's governance is shaped by its distinct socio-cultural identity and the Mizoram Municipalities Act, 2007.¹¹ This study explores how Aizawl's urban governance, including the roles of the Aizawl Municipal Corporation and traditional local councils, is adapting to the Smart City Mission. It also highlights the constraints related to resources and capacity, ultimately assessing the effectiveness of SCM in Aizawl and identifying key factors influencing its success or limitations in Mizoram's context.

2. The Foundation of Sustainability: Eco-Friendly Practices in Smart City Development:

Sustainable urban development lies at the heart of the Smart City Mission, emphasizing eco-friendly practices to ensure long-term resilience and efficiency in urban spaces. The mission recognizes that true progress in urban centers cannot come at the expense of the environment (Evans, *Smart Cities and Sustainable Development*, 2019). Therefore, it prioritizes environmentally sound practices that ensure long-term resilience and efficiency. This commitment to sustainability is evident in the mission's focus on renewable energy sources like solar, wind, and bioenergy (Newman & Kenworthy, *Sustainability and Cities: Overcoming Automobile Dependence*, 1999). By reducing dependence on fossil fuels, smart cities aim to minimize their environmental impact and contribute to a cleaner, healthier future.

Further, supporting these shifts is that smart grids are developing in support of energy efficiency, building infrastructures are using energy-efficient requirements, and in parallel, even solar-powered structure developments. More than this, it ensures responsibility through waste and

¹⁰Ministry of Housing and Urban Affairs. (2015). Smart Cities Mission guidelines. Government of India.

¹¹Government of Mizoram. (2007). The Mizoram Municipalities Act. Government of Mizoram.

water conservation strategy under the Mission for Smart Cities. Components such as rainwater harvesting, sewage treatment plants, and decentralized waste disposal systems make up integral parts of this initiative, both ensuring environmental sustainability and improving the conditions of living in cities for the residents (Rogers, *Cities for a Small Planet*, 1997). Energy and waste management are not only part of this pursuit of sustainable urban development within the Smart City Mission but also transportation and urban greening. It pays attention to all transport factors, as these contribute significantly to the pollution in cities, promotes eco-friendly alternatives, and makes maximum use of electric buses, cycling paths, and pedestrian-friendly designs. These reduce vehicle emissions, alleviate traffic congestion, and create more livable cities. There is an emphasis on urban green spaces - afforestation, biodiversity parks, and sustainable landscaping - through the mission. These green initiatives not only purify the air and enhance urban microclimates but also improve the overall health of the residents. Moreover, the interaction of green infrastructure such as green roofs and urban forests further strengthens climate resilience because the urban heat island effect is reduced, and natural carbon absorption increases.

Finally, the use of smart sensors and IoT-based environmental monitoring systems provides real-time data on pollution levels, enabling proactive interventions and informed policy decisions. Through these interconnected efforts, the Smart City Mission strives to create urban environments that are not only technologically advanced but also environmentally responsible, ensuring a high quality of life for all residents.

2.1 Enhancing Urban Connectivity in Aizawl: A Smart City Mission Perspective:

India's urban landscape is rapidly evolving, driven by key initiatives like the Smart Cities Mission, AMRUT, and Bharatmala Pariyojana (Sharma, *Urban Transport in India*, 2018). These programs highlight the importance of strong urban connectivity in enhancing infrastructure, improving transportation networks, and ensuring seamless mobility. As cities struggle with rapid urbanization challenges such as traffic congestion and inadequate public transport, these initiatives aim to develop efficient, sustainable, and well-connected urban mobility solutions. A major emphasis is placed on multimodal integration, linking various transport systems like metro rail, buses, cycling lanes, and pedestrian pathways.¹² Additionally, smart transportation systems—including electric buses, real-time traffic monitoring, and automated toll collection—are being introduced to boost efficiency while reducing congestion and pollution. The Gati Shakti National Master Plan further strengthens this vision by ensuring coordinated infrastructure development across various sectors¹³. India's commitment to sustainable urban mobility is reflected in policies promoting electric vehicles, metro expansions, and non-motorized transport options. Digital advancements such as

¹²Ministry of Housing and Urban Affairs. (2015). Smart Cities Mission Guidelines. Government of India

¹³Government of India. (2021). Gati Shakti: Transforming Infrastructure Development. Ministry of Road Transport and Highways

smart traffic signals, GPS tracking, and integrated transport apps provide citizens with real-time mobility information, further improving urban connectivity.

Aizawl, the capital of Mizoram, is actively working towards achieving smart urban mobility under the Smart Cities Mission. Recognizing the role of efficient transportation in economic growth and sustainability, the city has launched several key projects to modernize its transit network¹⁴. A notable achievement is the introduction of GPS-tracked city buses, which offer a reliable alternative to private vehicles, reducing congestion (Aizawl Municipal Corporation, *Smart City Progress Report*, 2022). Additionally, pedestrian-friendly infrastructure, including skywalks and upgraded footpaths, encourages walking as a sustainable mode of transport. To tackle traffic congestion, Aizawl has implemented an intelligent traffic management system that optimizes flow and minimizes delays, complemented by smart parking solutions in commercial hubs (Lalrinmawia, *Traffic and Urban Planning in Aizawl*, 2020). The city's push for electric vehicle adoption, including EV charging stations, aligns with national sustainability goals by promoting greener transport options. Beyond mobility, Aizawl has embraced smart governance through surveillance systems that enhance security, an e-governance portal that simplifies administrative processes, and public Wi-Fi networks that promote digital inclusion (Lalthanzara, *Smart Governance in Mizoram*, 2022). Despite challenges such as hilly terrain and financial constraints, the city's commitment to integrating technology into governance and infrastructure is evident. Moving forward, Aizawl must continue bridging the digital divide, strengthening cybersecurity, and fostering community participation to fully realize its Smart City vision.

2.2. Implementation Through Key Projects:

- **Traffic and Mobility:**

Aizawl's Smart City Mission focuses on improving traffic and movement within the city. Because Aizawl is hilly with narrow roads, good traffic management is very important. The city has installed smart traffic lights and real-time monitoring systems to help traffic flow better. These systems help control traffic, which reduces congestion and delays.¹⁵ Sensors and AI help the city understand traffic patterns so they can make better plans.

Besides smart traffic lights, Aizawl has also built better sidewalks and skywalks for pedestrians. This makes walking safer and easier (Mizoram State Transport Department, *Annual Report on Urban Mobility*, 2021). The city has also added bike lanes to encourage people to bike instead of driving. This helps the environment and people's health. Aizawl's residents are also known for following traffic rules, which makes the roads safer and traffic flow more smoothly.

¹⁴Mehta, S. (2019). *Urbanization in Northeast India: Growth and Development Challenges*. Sage Publications.

¹⁵Aizawl Municipal Corporation. (2022). *Smart City Progress Report: Infrastructure and Transportation*. Mizoram Government.

Compared to other northeastern cities in the Smart City Mission, Aizawl is doing well with traffic management. Cities like Guwahati and Shillong have bad traffic because of too many cars and not enough roads. Guwahati, the biggest city in the area, has parking and traffic problems. Shillong also has traffic jams because of narrow roads and lots of cars. Other cities like Imphal and Kohima have started Smart City projects, but their traffic systems are still new. Imphal is trying to improve its roads, but people don't always follow the rules. Kohima has some traffic measures, but it still has traffic jams. Even though all northeastern cities have similar challenges, Aizawl's smart traffic systems, pedestrian areas, and good driving habits make its traffic better. If Aizawl keeps investing in smart transportation, public transportation, and digital tools, it will continue to be a leader in sustainable transportation in the region.

- **Digital Infrastructure:**

Aizawl's digital transformation centers around an Integrated Command and Control Center (ICCC). This ICCC uses real-time data to monitor city operations like traffic, safety, and waste management, allowing for quick responses and improved services.¹⁶ Online portals also make it easier for citizens to pay taxes, get licenses, and file complaints. These digital platforms streamline city management and empower residents. Strong internet connectivity is key to Aizawl's digital infrastructure. The city aims to provide widespread access through fiber-optic networks and public Wi-Fi hotspots, bridging the digital divide. Free Wi-Fi in public areas helps citizens access information and services. The expansion of 5G technology will further enhance connectivity, supporting real-time applications like smart traffic management and telemedicine (Ministry of Electronics and IT, *National Digital India Report*, 2021). However, high implementation costs and cybersecurity risks remain significant challenges to fully realizing these digital infrastructure goals.

- **Skill Development and Economic Growth:**

Aizawl's Smart City Mission understands that skilled workers are important for the city's growth. The mission helps people gain the training they need for good jobs. It focuses on young people and those from disadvantaged backgrounds. Aizawl offers many skill development programs to help people succeed in different industries. Some of the programs are North East Skill Centre (NESC), Mizoram Skill Development Mission (MSDM), Aizawl Smart City E-Governance Training etc.. These programs teach skills in computers, technology, crafts, and trades.¹⁷ This allows people to find jobs in both modern and traditional fields.

The skill development programs are implemented differently in various parts of Aizawl. In the main city, the focus is on digital skills, tourism, and business-related training, as these are key sectors in an urban setting. In small towns, the programs emphasize agriculture, traditional crafts,

¹⁶Aizawl Smart City Development Corporation. (2022). ICCC Implementation Report: Digital Transformation in Aizawl.

¹⁷Government of Mizoram. (2022). Skill Development Report: Enhancing Workforce Competency in Aizawl.

and local entrepreneurship, helping people create self-employment opportunities. At the district level, training programs support infrastructure development and administration, ensuring better governance.

Here is the data in which each row shows how skill development is implemented at different levels—main city, small towns, and district level. The columns highlight various training programs, such as digital skills, tourism, agriculture, and business development, tailored to each area's needs:-

Level	Focus Areas	Target Groups	Delivery Methods	Examples	Expected Outcomes
Main City (Aizawl)	Digital Skills, Tourism, Business-related training	Youth, Unemployed individuals, Women, Entrepreneurs	Government training centers, Private training institutes, Online courses, Industry partnerships	Web development courses, Hospitality training, Digital marketing workshops, Business management programs	Increased employment in tourism and technology sectors; Growth of digital economy; Improved business competitiveness
Small Towns	Agriculture, Traditional crafts, Local entrepreneurship	Farmers, Artisans, Women, Aspiring entrepreneurs	Government training centers, NGOs and community organizations, Skill development workshops	Sustainable farming practices, Handicraft and weaving skills, Small business management training, Marketing and financial literacy	Increased agricultural productivity; Preservation of traditional crafts; Growth of local businesses; Increased self-employment opportunities
District Level	Infrastructure development, Administration, Governance	Government officials, Community leaders, Local administrators	Government training programs, Capacity building workshops, E-governance initiatives	Project management training, Public administration courses, Digital literacy for government officials, Leadership and decision-making skills	Improved efficiency in governance; Better infrastructure planning and implementation; Enhanced public service delivery; Increased community participation in development

3. Stakeholders For Successful Implementation of Smart City Mission:

The successful implementation of any large-scale urban development project, especially one as “Smart City Mission” need everyone working together. In Aizawl, each stakeholders plays a

crucial role in planning, implementing, and ensuring the effectiveness of the city's development projects.¹⁸

- i. Aizawl Municipal Corporation (AMC) – The Implementing Authority AMC is responsible for carrying out urban development projects such as roads, sanitation, and street lighting (*Government of Mizoram, Urban Development Report, 2022*). It ensures that Smart City projects are properly planned, executed, and completed on time. AMC also works closely with the public to understand their needs and incorporate them into the development plans (*Lalthanzara, 2022*).
- ii. Mizoram Urban Development and Poverty Alleviation Department (MUDP) – The Policy Maker MUDP provides overall guidance, secures funding, and monitors project progress (*Ministry of Housing and Urban Affairs, 2021*). It ensures that Smart City projects align with the state's development goals and work toward reducing poverty. By creating policies and allocating financial resources, MUDP helps in smooth project execution.
- iii. Aizawl Smart City Limited (ASCL) – The Project Manager ASCL is a dedicated organization formed to focus exclusively on smart city projects. It plans, designs, and implements various initiatives, often working with private companies and experts (*Aizawl Smart City Development Corporation, 2023*). ASCL ensures the efficient execution of projects such as digital infrastructure, smart traffic systems, and sustainable urban planning.
- iv. Experts and Consultants – The Technical Support Urban planners, engineers, financial experts, and technology specialists provide knowledge and expertise for project planning and execution. They help design innovative solutions, conduct feasibility studies, and ensure that projects are practical, cost-effective, and aligned with modern urban standards(*Mehta & Reddy, 2021*).
- v. Local Community and NGOs – The Voice of the People Residents and NGOs play an essential role in shaping Smart City initiatives. They provide feedback, raise awareness, and ensure that projects meet the actual needs of the people(*Lalrinmawia, 2023*). Their participation ensures that urban development is inclusive, sustainable, and beneficial for everyone.

3.1 List of Officials under Aizawl Smart City Mission 2025

Name	Designation	Department/Organization
Dr. R. Lalthazuala	Chief Executive Officer (CEO)	Aizawl Smart City Ltd.
Mr. Lalmalsawma	Urban Development Commissioner	MUDP
Ms. C. Lalhmingmawia	Chief Engineer, Infrastructure Projects	AMC

¹⁸Aizawl Smart City Development Corporation. (2023). Smart City Progress Report: Stakeholder Engagement and Urban Development.

Mr. Zoramthanga	Head of Smart Governance	Aizawl Smart City Ltd.
Ms. K. Zothanpuui	Project Coordinator, Digital Initiatives	AMC
Mr. V. Rokhuma	Transport & Mobility Specialist	AMC

4. Civil Participation in Aizawl's Smart City Mission and Citizen Feedback:

Public participation is critical to the success of the Smart City Mission in Aizawl. While there's a general sense that improvements are needed and that the Smart City Mission could be a *positive force*, several factors are hindering widespread enthusiasm and participation. A key issue is *awareness*. Many residents simply don't know about the Smart City Mission, its goals, or, most importantly, how they can get involved. This lack of information translates to low participation rates in existing mechanisms like Ward Committees and Local Councils (*Lalthanzara, 2022*). Even when these platforms exist, they are not always representative. Marginalized groups, including women, economically disadvantaged individuals, and tribal communities, often find that their voices are either unheard or not considered in decision-making (*Mizoram Urban Development Forum, 2023*). This lack of inclusivity creates a sense of disconnect and distrust, where people feel that the Smart City Mission is something “*done to them*” rather than “*done with them*”.

Beyond citizen engagement, public opinion is also shaped by the perceived efficiency of urban governance. While there are some positive examples, such as community involvement in waste management, there are also significant concerns. Aizawl's infrastructure, particularly water and sanitation, is often inadequate. Land-use planning is often criticized as being poor, and the city's financial reliance on the state and central governments creates a sense of helplessness.¹⁹ Many residents feel that the city lacks the autonomy to make its own decisions and implement effective solutions. This can lead to frustration and a sense that the Smart City Mission, while well-intentioned, isn't addressing the city's most pressing problems. To gain public support, the Smart City Mission must demonstrate tangible improvements in everyday life—better infrastructure, more efficient services, and a genuine commitment to inclusivity. Increased transparency, active community outreach, and visible results are essential to building trust and ensuring that the Smart City Mission is embraced by the people of Aizawl (*Mehta & Reddy, 2021*).

5. Financial and Budgetary Allocations under Smart City Mission:

Funding for Aizawl's Smart City projects comes from the central government, state government, and convergence with other schemes like AMRUT (Atal Mission for Rejuvenation and Urban Transformation) and PMAY (Pradhan Mantri Awas Yojana). These funds are mainly for infrastructure development such as improvements in water supply, sanitation, urban mobility, and affordable housing.

¹⁹Mizoram Urban Development Forum. (2023). Public Participation and Urban Growth in Mizoram.

Apart from this, the investments go to smart solutions, like intelligent traffic management systems, e-governance initiatives, and integrated command and control centers. (Lalrinmawia, 2023). An analytical comparison of fund allocation and usage trends with the other Northeastern cities, like Shillong (Meghalaya) and Gangtok (Sikkim), portrays some interesting trends. Although they have similar geographic and developmental scenarios, their funding allocation and usage trend is different for a variety of reasons, like prioritization of projects, their capacity for implementation, and the type of local governance structures.

Comparative Funding and Utilization Analysis:

CITY	FUNDING ALLOCATIONS	UTILIZATION (%)
AIZAWL	128	42.47
GANGTOK	243	99.90
SHILLONG	55	47.69

Aizawl received **₹128 crores** under the **Smart City Mission** but has used only **42.47%** of the funds. In comparison, Shillong got **₹55 crores** and utilized **47.69%**, while Gangtok received **₹243 crores** and used an impressive **99.90%** of its allocation.

Key Observations:

- **Aizawl:** Despite receiving ₹128 crores from the Government of India, the city has only utilized 42.47% of the allocated funds. Major projects undertaken include:
 - **Solid Waste Management:** The city started waste-to-energy projects and improved waste segregation. However, hilly terrain and infrastructure issues have caused delays (Government of Mizoram, 2022).
 - **Smart Roads:** Efforts are being made to upgrade roads with better drainage and smart lighting.
- **Shillong:** Despite receiving a smaller allocation of ₹55 crores compared to Aizawl and Gangtok, the city has focused on targeted, impactful projects, including:
 - **Traffic Management:** The city introduced **Intelligent Traffic Management Systems (ITMS)** to ease congestion.
 - **E-Governance:** Digital platforms now help citizens with services like property tax payments and complaint resolution (Sharma, 2022).
- **Gangtok:** Gangtok stands out with a stellar utilization rate of 99.90%, setting an example for efficient fund management and project execution. The city received ₹243 crores, significantly higher than Aizawl and Shillong, and implemented a range of innovative projects, including:

- **Sustainable Infrastructure:** The city invested in **solar lighting, rainwater harvesting, and green corridors** to support eco-friendly urban growth.
- **Heritage Conservation:** Funds were used to restore historical sites while modernizing the city.

Key Takeaways and Future Directions:-

Gangtok's high **99.90% utilization rate** shows how proper planning and execution lead to success. Aizawl and Shillong can learn from Gangtok's approach by improving project management, ensuring timely completion, and making better use of available funds. By sharing best practices, these cities can work towards building sustainable, efficient, and livable urban spaces under the Smart City Mission.

6. Successful Progress of Aizawl Smart City Mission (March 2024)

As of March 2024, three major projects have been successfully completed, while several others are nearing completion²⁰. These initiatives are helping to solve urban challenges, boost the economy, improve the environment, and enhance city life. Aizawl is on its way to becoming a modern and well-planned urban center.

Key Achievements:-

1. New Age Urban Centre at Mission Veng

- The New Age Urban Centre at Mission Veng is a modern public space designed to bring people together, boost the local economy, and support a greener environment. It is an important part of Aizawl's Smart City Mission. The center includes multipurpose halls for events, green spaces for relaxation, and pedestrian-friendly pathways to encourage walking.
- It also helps local businesses by providing space for shops, restaurants, and cultural stalls, supporting economic growth. By combining culture, business, and recreation, this urban center is making Aizawl a more connected and livable city (Mizoram Urban Development Forum, 2023).

2. Green Field Development in Aizawl

- Greenfield Development in Aizawl under the Smart City Mission focuses on building a modern, sustainable urban environment with energy-efficient infrastructure and smart technology. It includes the development of eco-friendly buildings, renewable energy systems, and intelligent traffic management to reduce congestion and promote smooth mobility. This initiative integrates advanced urban planning techniques to ensure sustainable growth while preserving the city's natural surroundings.

3. 75 TPD Automated Material Recovery Facility (MRF)

The 75 TPD Automated Material Recovery Facility (MRF) in Aizawl enhances waste management under the Smart City Mission by efficiently sorting, recycling, and recovering energy,

²⁰Aizawl Smart City Development Corporation. (2023). *Annual Smart City Report: Aizawl's Progress and Challenges*.

reducing landfill waste, and promoting environmental sustainability. This initiative helps create a cleaner and greener urban environment, aligning with Aizawl's vision for a smart, eco-friendly city.

7. Challenges and Recommendations of Aizawl SCM

Aizawl faces several challenges in implementing the Smart City Mission, including difficult terrain, limited land availability, and infrastructure constraints. The city's hilly landscape makes large-scale urban projects complex and expensive, often leading to delays in construction and development. Additionally, traffic congestion, waste management inefficiencies, and insufficient digital infrastructure hinder progress. Financial dependence on central and state governments, along with low public awareness and participation, further slows implementation. Ensuring that marginalized communities benefit from smart city initiatives is another key challenge, as digital and economic disparities persist.

To overcome these challenges, Aizawl must focus on improving infrastructure planning, strengthening public participation, and enhancing digital connectivity. Introducing smart mobility solutions like efficient public transport and intelligent traffic systems can reduce congestion. Public-private partnerships (PPPs) can help secure additional funding for sustainable projects, while community engagement programs can raise awareness and encourage participation. Expanding e-governance services will enhance efficiency and accessibility for citizens. By addressing these challenges through strategic planning and innovation, Aizawl can create a more inclusive, resilient, and sustainable urban future under the Smart City Mission.

8. Conclusion:

Aizawl's Smart City Mission is working to make the city better by improving infrastructure and promoting sustainable growth. While facing some hurdles, the city has made progress in areas like waste management, smart transportation, and digital services. Projects like the New Age Urban Centre, Greenfield development in Aizawl and 75 TPD Automated Material Recovery Facility (MRF) show Aizawl is moving towards a modern and eco-friendly future. Smart traffic lights and a focus on renewable energy are also positive steps. However, challenges remain, including the city's terrain, limited resources, and the need for better infrastructure and more public involvement.

Moving forward, Aizawl should focus on sustainability, inclusivity, and public-private partnerships. Expanding online services and improving skills training will also be important. Ultimately, Aizawl's Smart City Mission is about creating a connected, inclusive, and resilient city (*Aizawl Smart City Development Corporation, 2023*). By learning from others, using technology, and engaging citizens, Aizawl can become a leading smart city in the Northeast. Good governance, community involvement, and a focus on long-term sustainability are key to overcoming challenges and achieving a smart, sustainable, and livable city.

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