

**KIM JONG IL**

**LET US FURTHER IMPROVE  
CITY MANAGEMENT IN  
CONFORMITY WITH  
THE REQUIREMENTS  
OF THE DEVELOPING  
SITUATION**

WORKING PEOPLE OF THE WHOLE WORLD, UNITE!

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Letter to Those Attending the National Short  
Course for City Management Officials  
September 4, 1992

Thirty years have passed since the great leader Comrade Kim Il Sung published the classic work *On Improving City Management*.

His Juche-based policy on city management has been pursued with vigour over the past decades, bringing about a great advance in establishing a well-regulated system of city management, in laying solid material and technical foundations for it, in protecting and managing buildings and facilities in urban and rural areas, and in keeping streets, villages, parks and pleasure grounds cultured and healthy. Today our cities, full of modern buildings and amenities, provide an environment in which people can lead a cultured lifestyle, and the modern houses that have been built in large numbers in the countryside, create full conditions for leading a happy life there.

The past successes achieved in city management are permeated with the unassuming efforts of the officials and working people in the city management sector, who have worked by devoting all their wisdom and energies in the spirit of unfailing loyalty to the Party, the leader, the country and the people.

Availing myself of the opportunity offered by this short course, I would like to extend, on behalf of the Party Central Committee and on my own behalf, warm thanks to the officials and working people in the city management sector nationwide, who have worked sincerely for the thorough implementation of our Party's policy on city management in their posts, whether they are sanitary or not and whether they are seen or not, sparing no effort.

The present situation, in which socialist construction is developing at a new, higher level and the standard of living of the people is continuing to rise, requires further improvements in city management.

This short course will serve as an important occasion for further improving city management in conformity with the requirements of the developing situation.

City management in socialist society is a welfare service for the people, which enables them to lead an independent and creative life. In capitalist society, where all buildings and facilities are under private ownership, city management serves as a means for the privileged to pursue pleasure, accumulate wealth and exploit the masses of the people, whereas in socialist society, where the masses are the masters of everything, it is geared to providing them with the conditions and environment for leading an independent and creative life. In our country prime consideration is given to the people's convenience when building even a single house or road, and also in managing it. The essential characteristics and superiority of socialist city management lie in the fact that it is a welfare service designed to provide the people with the environment and the cultured and healthy conditions they need in their living.

City management is worthwhile work to protect and manage a precious wealth of the country carefully so that it can be handed down to posterity. The modern buildings and facilities that have been built in our urban and rural areas are a precious wealth that is associated not only with the great leader's lifelong efforts for the people's happiness and with the Party's leadership, but also with the sweat of our people's brow; they are also priceless assets to be handed down through the generations to ensure the people's happiness. City management should be undertaken effectively so as to ensure that the precious wealth gained under the sagacious leadership of the Party and the leader is managed and used effectively for the prosperity of the country and for the happiness of all the generations to come.

Improvements are essential in city management if the people

are to be guaranteed an independent and creative life. The people's aspirations and demands regarding their living conditions and environment are constantly growing as society progresses. Convenience and culture in the people's living conditions and environment are ensured in the large part by city management. When city management, which is geared to protecting and managing buildings and facilities that play a direct role in the people's life, is undertaken properly, modern houses and public facilities are provided that can better serve the independent and creative life of the people. It is the unwavering policy of our Party and state, and a major superiority of our style of socialism, that city management should be carried out properly so as to make the people's living conditions and environment more affluent and cultured for them to lead an independent and creative life.

Through proper city management, we can put buildings and facilities, which are the common property of society and people, to more effective use in socialist construction, and make the working people more keenly aware of the superiority and preciousness of the socialist system so that they work with devotion for the victory of the cause of socialism. In this sense, it can be said that city management is an important supply service and political work for socialist construction.

Effective city management is also necessary for us to display the superiority of our style of socialism that is centred on the masses. If all the cities, rural areas, parks and pleasure grounds across the country are kept neat and tidy through effective city management, the people will keenly feel the superiority and might of the socialist system that is centred on the masses.

We must fully incorporate the aspirations and demands of the masses in city management, in conformity with the intrinsic nature of socialist city management. Only when we fully incorporate the aspirations and demands of the masses in city

management will it become a true welfare service for the masses and can it develop quickly in keeping with the reality in the country by relying on the people's strength. Incorporating the aspirations and demands of the masses fully in city management is the fundamental principle in socialist city management.

The proper management of buildings and other facilities is an important undertaking that should be tackled in city management on a priority basis.

Buildings and facilities are the basic physical elements of a city, and they provide the conditions and environment for the people's ideological, spiritual and material life. The proper management of buildings and facilities can ensure that the people's ideological, spiritual and material life is satisfactory.

Under the sagacious leadership of the Party, our people have erected bronze statues of the great leader in the prime locations in city centres; they have also built grand monuments and laid out many historic buildings, through which his revolutionary exploits can be handed down for centuries to come. This reflects the noble ideological feelings and unanimous desire of our people, who are determined to honour the leader of the revolution for eternity and to follow him to the last, enjoying a genuine life and true happiness in his embrace. The grand monuments and revolutionary historic buildings that are associated with the immortal revolutionary history of the leader, who has devoted his all to the people, are a precious wealth of our Party and people and schools where people can be trained to be true revolutionaries who are unfailingly faithful to the leader. Managing these grand monuments and historic buildings is a noble undertaking, the purpose of which is to preserve them from one generation to the next and to exalt the brilliance of the leader's great exploits. The officials in charge of managing them should perform this revolutionary task responsibly with a high

sense of loyalty, looking after them at the highest level with feelings of great respect, so that visitors are immersed in solemn and ennobling ideological sentiments. They should preserve them in their original state, in such a way that they will last forever. These monuments and historic buildings should be preserved to look just as they did when they were first built.

Their houses are the foundations of people's living. Only if they are living in fine houses will the people lead a cultured and happy life, rest fully and devote all their strength and wisdom to performing their revolutionary tasks. Thanks to the people-oriented policy of the Party and the state, our people are provided with modern houses free of charge and live in them free of charge. They do not know what house rent is. Our country has erected modern public buildings to ensure that the people can pursue independent and creative activities. The city management sector should manage houses and public buildings properly, thereby creating the conditions and environment for the people to pursue independent and creative activities.

The main thing in managing houses and public buildings is to repair them regularly.

Houses and public buildings should be repaired on a regular basis. Otherwise they will soon deteriorate, and this will cause the people inconvenience. The city management sector should register each and every house and public building, keep up-to-date with its technical condition through regular inspections, and establish a system of planned preventive repair in accordance with a repair schedule.

Houses and public buildings should be repaired properly. Buildings that are repaired carelessly soon deteriorate again and require another round of repair, which is a waste of materials and manpower. Quality, therefore, equates to economy and productivity. Those engaged in the maintenance

of houses and public buildings should ensure the quality of their work by raising their sense of responsibility and observing the technical regulations.

If houses and public buildings are to be maintained properly, their quality must be guaranteed when they are transferred to the city management sector. With such buildings, such a tendency as repairing them not long after they are built will be eliminated, and the sense of responsibility of those in the construction sector will be enhanced. City management officials should undertake an inspection of the building process at the moment the ground is broken, conduct inspections during the course of the project, putting promptly to rights any defects revealed in the construction, and, upon its completion, undertake a comprehensive inspection to ensure that the optimum quality has been achieved. A strict responsibility system should be enforced in construction; if a defect is revealed in building work after the completion of a project, it should be put to rights by the builders.

The city management sector must maintain the lifts installed in high-rise blocks of flats and public buildings to ensure that they operate properly.

Housing should be distributed in such a way that the working people share the benefits of the people-oriented policy of our Party. Houses should be allocated on the principle of locating people close to their workplaces.

Water supply and sewage systems are vitally important. Providing the people with water is essential if they are to lead a cultured and healthy life.

In managing the water supply, primary attention should be paid to providing drinking water to the people so that they experience not the slightest inconvenience. For this, the supply capacity should conform with the volume required by the inhabitants of a given area, and the equipment should be



regularly maintained. A system of rotating inspections and planned maintenance should be established, and the technical regulations should be observed in managing the equipment. Strict regulations for the use of water in the cities should be enforced to prevent any waste or improper use for industrial purposes. Hygiene requirements should be met in producing city water, that is, in purifying and disinfecting it. The quality of city water is very important, in that it relates to the people's health. Hygiene districts should be defined around a water catchment basin or reservoir in order to prevent water from being contaminated, and the materials needed for purifying and disinfecting water must be produced and supplied promptly.

In managing the sewage system, attention should be paid to disposing of sewage and rainwater. The disposal facilities should be improved and regular inspections and maintenance should be carried out of the entire sewage network, from houses and public buildings to treatment plants, so that sewage and rainwater are drained properly. Sewage must be purified and then treated. The principle must be adopted in urban construction of giving priority to the construction of sewage systems and treatment plants, along with water-works. County seats and rural villages should also introduce the latest treatment technology so as to prevent environmental pollution, and factories and enterprises should purify their discharge so as to prevent the contamination of cities and rivers.

Inspections, repairs and technical maintenance should be carried out of heating facilities. Boilers and heating networks should undergo regular maintenance and pipes should be well insulated, to ensure the efficient supply of heating and reduce to the minimum any loss of heat in transit.

A central heating system should be introduced in all houses. This project should be undertaken first in the provincial seats

and should spread gradually to the county seats and rural villages. Houses should be heated mainly by using the heat from thermal power plants; they can be heated, neighbourhood by neighbourhood, by harnessing waste heat, hot springs, solar energy, geothermal heat and biogas, in keeping with the specific features of the locality. Where not sufficient coal is available and there are rich hydropower resources, small- and medium-sized hydroelectric power stations should be built to generate electricity for heating.

Its roads are a yardstick by which a country's level of economic development and civilization can be measured. Well-maintained and well-tended roads give cities and villages a beautiful, neat appearance. Therefore, roads should be well maintained and kept clean.

A revolution should be instigated in road-building, so that all our roads look modern, are maintained to the highest standards of culture and durability, and offer every convenience for transport and the people's living.

It is important, if roads are to be cultured and durable, for them to be paved properly. The technical regulations and standard working rules should be strictly observed in road-paving, and road-paving work should be put on a mechanized and modern footing. Trunk roads and urban streets should be paved first, followed by roads in the countryside. Paving should be done again on sections of low-quality streets in urban areas, including Pyongyang, followed by the roads surrounding the cities, and then those connecting county seats and rural ri. Pedestrian and bicycle lanes in the cities and county seats should have modern paving. Pavements can be surfaced with asphalt, cement, cement blocks or stones.

Roads should be remodelled so that they are pleasing to the eye and convenient for traffic, and decent facilities should be installed

along them. Narrow sections of road should be widened, twisting sections should be straightened as far as possible, curb-stones, boundary stones, guard stones and signs should be laid out properly, and underpasses or flyovers should be built at crossroads. Lampposts should suit the roads where they are installed.

The roads should be properly maintained. They should be repaired promptly and cleaned regularly. Bridges should also be kept in a good state of repair so that they remain cultured and durable.

The public transport problem in urban areas should be solved by introducing trams and trolley-buses. This is an ideal solution in many respects, not least because it can prevent air pollution and economize on fuel.

River management is important in protecting urban and rural areas and cropland from flood damage and making the scenery in cities and villages more beautiful. Embankments should be well built along rivers, trees and grass planted on them to make them stronger, anti-erosion and landslide control structures built, and rivers de-silted promptly. The areas bordering rivers where they flow through urban centres should be turned into parks and pleasure grounds with promenades, swimming areas, boating grounds and lawns.

Sprucing up urban areas is an important revolutionary task for the city management sector to make the cities beautiful and clean. When their streets, residential districts, houses and workplaces are neat and tidy, the urban areas will look more cultured and a civilized approach to production and living will be established.

Communities should be well arranged. The areas surrounding houses and public buildings should be arranged neatly; where necessary, they should be paved, ditches should be dug neatly, and fences should be erected in keeping with the nearby buildings and streets, and modern storehouses, refuse

collection points and public toilets should be built and properly managed. No buildings that are not directly associated with people's living should be built in residential areas. These areas should be surrounded by gardens planted with various kinds of trees, flowers and grass. There should also be playgrounds with basic sports and play equipment for both children and adults.

Buildings should be kept clean. The walls of buildings should be repaired and painted regularly, and windows should be cleaned frequently so that they shine. Families should arrange their furniture well and keep their bathrooms hygienic.

Buildings and public facilities that do not accord with modern aesthetic tastes should be restructured. The technical state of such buildings should be examined, and they should be given a facelift, where necessary, by having the number of their storeys increased and their structures transformed. Chimneys and TV antennas on their roofs should be properly arranged, and their various signboards, notices and slogans given a more cultured appearance.

Greening is important work for surrounding urban areas with parks of trees and flowers. It makes urban areas look more beautiful and cultured and provides the people with an environment conducive to leading a cultural and emotional life. The city management sector should lay out Pyongyang and all other cities and villages so that they are surrounded by verdant parks.

The greenery should suit the environment and appearance of the urban area. The city management sector should formulate greening plans in conformity with the scale and terrain of the given area, planting a variety of trees in large numbers, lay out well-designed lawns and flower beds and tend them well.

The trees that are planted along streets and in parks and pleasure grounds should be special. The trees lining streets should look good, be not too high and be insect-free, for example they

could be dawn redwoods, gingkoes, walnut trees, willows, pink acacias and apricot trees. The city management sector should prune the trees lining streets on a regular basis. Fir trees, pine-nut trees, deodars and other evergreen trees must be planted in combination with broad-leaved trees along streets and in parks and pleasure grounds. Zelkovas are also perfect for these places. Various kinds of flowering plants and fruit-bearing trees that our people are fond of should also be planted there. The magnolia is our national flower and our people love it best. Magnolias should be planted in large numbers at revolutionary historic sites and battlefields, around statues of President Kim Il Sung and the monuments at revolutionary sites, along streets, in parks, around the buildings of institutions and enterprises, and at schools. A green belt should be created around urban areas through a combination of evergreen trees, broad-leaved trees and fruit trees.

Lawns should be laid out so that no bare earth is visible in urban areas. They should be created on empty land alongside roads, around buildings, in parks and pleasure grounds and beside rivers. In sunny places “golden” turf and the like should be planted, and in the shade, grasses and plantain lilies, which grow well in such places. Individual flower beds should be created along streets and in villages, parks and pleasure grounds, and they should be well maintained, so that they are always full of flowers. Perennial flowers should be planted alongside annual flowers in these flower beds, so that they are in bloom in all seasons. Institutions and enterprises should surround themselves with trees.

Tree, flower and grass nurseries should be properly run. The city management sector must organize the work of producing the tree seedlings and flower and grass seeds that are needed for greening urban areas, with the main focus on trees, flowers and grasses that are native to our country. Provinces, cities and counties should also build such nurseries, and produce a variety of

good tree seedlings and flower and grass seeds on a planned basis.

Parks and pleasure grounds are places where people pursue cultural and emotional activities, and where they rest. In step with the improved standard of our people's cultural and emotional life, their demands for parks and pleasure grounds are increasing with each passing day. This requires that the existing parks and pleasure grounds be well maintained, and new ones built.

Parks and pleasure grounds should be built in the Korean style. Such parks and pleasure grounds should reflect the beautiful scenery of the country and the sentiments of the cultural and emotional life that is unique to our people. In the parks and pleasure grounds, flower gardens should be built, beautiful natural scenery created, and resting places and amusement and recreational facilities appropriate to the national customs of our people and the aesthetic sense of the era, installed. Parks and pleasure grounds should be established everywhere, and streets, houses and suburban areas should be covered with trees, so that the cities are in parks and the houses are in gardens.

Good zoos and botanical gardens should also be laid out and managed in a cultured and healthy way. These are not places merely for visiting; they are places for cultural recreation where people can learn about animals and plants and cultivate the spirit of socialist patriotism. The zoos and botanical gardens should be built along modern lines, in the manner of a park. They should be established in cities and counties, as well as in the provinces. The zoos and botanical gardens in local areas should display mainly the animals and plants that are abundant in our country. They can be comprehensively established with the animals and plants of our country. Depending on the local conditions, provinces, cities and counties should build zoos and botanical gardens on either a large or a small scale. The Ogasan Botanical Garden is a world-famous, large nature museum. Mt. Oga is covered with primordial forests

and is home to rare animals and plants. Not a single tree or blade of grass on the mountain should be harmed.

Conducting city management on a unified and planned basis is an important way of ensuring the unified and consistent implementation of Party policy on city management and of regulating city management.

It is an advantageous approach, in that it suits the features of a socialist society and of the proper management of streets and villages. Unified and planned city management in a socialist society makes it possible to manage cities and villages, to preserve and manage buildings and facilities in conformity with our Party's ideology and intentions, and to ensure that Party and state care for the people reaches them equitably and when needed.

In unified city management, it is important to establish a well-organized system of city management from the centre to the provinces, cities and counties. Such a system is a prerequisite for ensuring the centralized guidance of a socialist state over city management. The system should be established in such a way that the creativity of the lower units can be displayed to the maximum, while central administrative guidance and control is strengthened, with the result that our Party policy on city management is implemented in units at every level. It is necessary to enhance the functions and role of the central city management organ and the city management sections of the provincial, city and county administrative and economic committees, and to establish non-standing city management committees in the centre, provinces, cities and counties and convene them regularly to discuss the major issues arising in carrying out Party policy on city management so that steps can be taken to implement it.

In city management it is important to implement the policy on unified and detailed planning. In accordance with this policy, the

city management sector should formulate a long-term plan and a plan for the immediate period ahead. When formulating the latter, the technical state of buildings and facilities and the sprucing up of urban areas should be taken into detailed account for each project, and the plan should be implemented without fail. The plan should be followed up with good supply work. Labour administration should be undertaken down to the last detail, and the technical preparations and materials supply should be given priority. A proper system and order for supplying the equipment and materials needed by the city management sector as envisaged in the state plan should be established. Meanwhile, the city management sector should strive to produce materials, equipment and spare parts for itself, instead of looking to the state to supply them.

The scientific and technical levels of city management should be raised constantly. Only then will it be possible to free the working people who are engaged in city management from arduous and difficult labour, and to modernize city management.

The sector should introduce the latest scientific and technological breakthroughs in city management, as appropriate to the specific conditions. Having gained experience by doing so, it should popularize this experience. It should establish a well-regulated system of technical guidance from the centre to provinces, cities and counties, and introduce the latest achievements in science and technology into city management on a planned, long-term basis. The sector should also introduce modern scientific and technological approaches to city management from other countries, as appropriate to the actual conditions in our country and the requirements of our people.

The technical equipment of the city management sector should be improved. A variety of the most effective technical means needed for city management should be produced in greater numbers and modern technical equipment should be



imported. Bases for repairing technical equipment should be built for the city management sector.

Research into the science and technology of city management should be strengthened. The scientists and technicians in the city management sector should direct a major effort to conducting research into the scientific and technical problems, the solution of which is essential if city management is to be improved in the present situation, such as the management of buildings and facilities, the production and supply of drinking water, the purification of sewage, central heating in urban areas, afforestation, and the sprucing up of urban areas. The scientists and technicians should radically improve their qualifications, and be provided with all the conditions they need for their work and life. They should strengthen their creative cooperation with the workers, and the workers should be inspired to make technical innovations.

The training of technical personnel for the city management sector should be improved. The institutions for training scientists, technicians and skilled workers in this sector should be built up and the quality of their education improved, so that highly qualified city management workers are nurtured in a systematic way. Officials and technicians in the city management sector should also be re-educated.

City management should be conducted as a mass movement. In socialist society, where everything serves the people, city management is not just an undertaking for the people but an undertaking by the people. If people who use buildings and facilities are careless about how they use and look after them, the hard work on the part of the city management officials and workers will be of no avail.

The people should be educated to undertake city management properly. Such education should be conducted in various forms

and by various methods so that the people, as befits masters, look after all public buildings and facilities and keep them clean, not to mention the streets and villages where they live.

People should be enlisted to city management. Urban areas should be managed mainly with the residential district as the unit and also with the institution or enterprise as the unit. These units should be given proper assignments, the role of dong and neighbourhood units should be enhanced, and administrative control should be strengthened.

Various mass movements must be conducted to promote successful city management. The model city (or county) management movement is aimed at bringing about collective innovations in city management by organizing and enlisting the broad masses of the people. Cities, districts and counties should encourage the broad masses to take part in the movement, so that they keep the urban areas clean and tidy. Residents should be encouraged to participate in the model household movement and the red-flag dong and red-flag people's neighbourhood unit movements, and schoolchildren should be encouraged to take part in various good-deeds movements to keep their streets and villages clean, such as the activities of the love-the-home-village guards.

Supervision and control over city management should be strengthened. The relevant organs should exercise supervision and control on a regular basis so that institutions, enterprises and residents look after and manage their buildings and facilities properly, spruce up the urban areas and make proper use of the materials and funds allocated for repairs. Supervision and control should be exercised both intensively and regularly, based on the opinions put forward by the masses and on scientific data. This work should be geared to solving the problems arising in the work of the units concerned and in the

living of the working people, and to rendering assistance to ensure the proper implementation of Party policy on city management. The city management sector should establish a proper system of supervision from the centre to provinces, cities and counties and build up the ranks of the supervisory workers with people who are well prepared.

Party guidance over city management should be intensified.

What is important in this is to conduct organizational and political work so that Party policy on city management can be carried out to the letter and on time. Only then will city management meet the aspirations and demands of the masses, and the people be provided with better living conditions and a better living environment. Party organizations, whenever the Party puts forward a policy related to city management, should discuss it collectively, take the appropriate steps, and rouse the officials and working people to implement it. They should keep abreast of the state of its implementation and follow up with additional measures to solve any problems promptly.

Party organizations should enhance the sense of responsibility and role of the officials and working people in the city management sector, who are directly responsible for city management across the country. Whether city management is done properly or not depends on how they work.

Party organizations should intensify education in loyalty among the officials and working people in the city management sector, so that they cherish loyalty as an article of their faith, their conscience, their moral obligation and their everyday concern. This education should be conducted in various forms and by various methods so as to prepare all the officials and working people in this sector to support the Party and the leader with loyalty and filial piety, and consistently under any circumstances. They should reveal their loyalty by

implementing Party policy on city management to the letter. Party organizations should conduct education in loyalty among the officials and working people in the city management sector by closely combining it with their practical work, and thus encourage them to turn out proactively in implementing Party policy on city management.

The officials and working people in the city management sector can display their sense of responsibility and play their role at the highest level only when they cherish the spirit of devoted service to the people, and derive honour and pride from their work. In our society nothing is more honourable and worthwhile than to serve the people faithfully and devote one's life to the happiness of the people. Party organizations should help and encourage all the officials and working people in this sector to take honour and pride in their work and fulfil their mission and role as true servants of the people.

Party organizations must equip the officials and working people in the city management sector with the revolutionary spirit of self-reliance and fortitude, so that they solve all the problems that arise in city management by their own efforts.

It is important to give prominence to the working people in this sector, as this encourages them to take honour and pride in their work and to perform their responsibilities and role. In socialist society, where the masses are the masters, those who do a lot of laudable work for the good of the people are deserving of distinction. Today our people owe their happy life free from any inconvenience to the city management workers who remain faithful to their work day and night all year round. Among them are many patriotic workers who are devoting their lives to providing more convenient and cultured living conditions for the people, without complaint and without claiming any fame or reward. Party organizations should

discover these unassuming patriotic workers and give wide publicity to them. They should also ensure that the workers in this sector are respected and honoured by society.

Party organizations should build up the ranks of city management workers and work with them in line with the characteristics of city management.

These ranks should be built up with people who are faithful to the Party and the leader and equipped with excellent qualifications and practical skills.

Party organizations must conduct their work with the workers in this sector in conformity with the fact that their job involves working unnoticed in scattered locations, and thus train them into faithful servants of the people and patriots who work sincerely and conscientiously, regardless of whether they are appreciated or not, with the attitude befitting masters and with the spirit of devoted service to the people.

Party organizations in the city management sector should, in order to enhance the vanguard role of Party members, scrupulously organize the work of training all Party cells to be loyal.

City management is honourable and worthwhile work for the good of the people, and the Party and the people expect a great deal from the officials in this sector.

I am convinced that the officials and working people in the city management sector will carry out Party policy on city management, cherishing the trust and expectations of the Party and the people, and thus bring about a fresh change in city management as required by the developing situation.