

Record of the Standing [Committee's] visit to the Northwest Zone  
20-24 August 1975

I. Report on the general situation in the base:

1. People situation:

Shelters have been prepared for the people everywhere. The base people are stable. There are not yet shortages of livelihood. The party has continually supplied war booty from the towns. However, remote districts are still in need and many people are also suffering from diseases.

The new people are experiencing shortages, shortages of food supplies as well as shortages of medications. Many people living west of Lvea (ល្វា) and along the Stuong Mongkol Borey (មង្គលបូរី) stream have caught fever.

The authorities have managed to control the average people. But, in particular, in some places it has been observed that where there are good leadership cadres, core leadership and people are stable, and where there are no cadres, core [leadership] is not stable and does not work smoothly. People move about freely.

In general, most people feel warm being with the Revolution and are active in country's building movement and crops diversification movement.

2. Enemy situation:

A. Border activities: There has yet been seen any activities of the Thais. On 15-16 of August, there were airplanes flying back and forth. But, there are activities by IN Tam's (អ៊ិនតាំ) group supported by the Thai. They are infiltrating their buddies to find their links, make contact with the people, and lead the people in fleeing to Thailand, especially along the border. They come in from two to 10 to 15 at a time, but we have ambushed and shot at and captured them one after the other..

Along the railway, the Thais illegally came about 3 kilometers deep into our territory to cultivate rice. We are seeking to eradicate them.

They conduct sabotage and distribute leaflets in Phnum Malai (ភ្នំមាលីយ៉ៃ), but only on a small scale. Their links are nourished by the Americans.

B. Internal activities: They have their undercover links and arrangements for liaison from one location to another. They are undercover among the railway workers (new workers). They conduct psychological warfare and sabotage.

There exist within our ranks those who have not yet been purged. They make use of them to lead people to flee. We have been able to arrest them one after the other, and are now continuing to search them out.

### 3. Our military situation:

The Zone army is organized as two brigades--one on the frontier and in Sisophon (ស៊ីស្វង្ក័ន), and the other at the rear. A brigade is assigned into 10 battalions with 350 men each.

In the Sectors near the border (T (ត) 1, T 3, T 5), an arrangement of two battalions (each of which comprises 500 to 600 men) has been made. There is a company in one district; while an interior sector has one battalion.

The composition remains mixed, with the children of soldiers (children of colonels) mingle in. There are soldiers' wives in the women's units.

No problems are posed with regard to political and ideological stance or soildarity. Some cadres have been immoral (affairs with women). We have made them leave their units of organization and return to their villages.

Military equipment include fifteen M-113 and four armored vehicles, around twenty 105-mm cannons and DCA, and a lot of looted ammunition. [We] still lack tools like hammocks, mosquito nets.

In Pursat (ពោធិ៍សាត់), there is a 200-strong unit appointed for defending the city (for controlling and cleansing).

### 4. Situation of economy and crops diversification:

#### A. Agriculture: Rice planting

This has been pushed everywhere. Rice is planted on the old land, and is also planted on some other land. Planting rice (sowing and transplanting) has been finished in most places in Battambang (បាត់ដំបង). Many paddy fields have canals and raised embankments. Water problem has been brought to an extent under mastery. But, Pursat runs badly short of water (areas between Pursat and Svay Doun Kaev (ស្វាយដូនកែវ)). On the contrary, there is too much water in Sisophon and Phnum Srok (ភ្នំស្រុក).

Cotton and hemp planting has been fairly done and is further encouraged.

#### B. Industry:

1-Battambang City: Hemp weaving factory, repair workshops (tractors and vehicles), and other accessorial screw workshops have been operational. We have made a substantial amount of screws by ourselves, and are now pushing more.

The weaving factory has over 300 workers with 192 looms and is capable of producing from 6,500 to 6,600 meters of fabrics every eight hours.

The sack manufacturer [hemp factory] has 403 workers including over 100 combatants and functions with four machines, all automated, each capable to produce 50 sacks every eight hours.

2-Mongkol Borey: The repair factory employs over 300 workers. The tractor repair factory has 12 metal lathes, which can be used to make a variety of things. We are capable to make dynamo of between 1- to 15-kilowatt power. [We] are even capable to produce battery, though [we] have to buy its inside materials from abroad.

3-Thma Koul (ថ្មីគោល): There is a tractor repair factory. It uses 4 lathes, though still needs two more machines, especially metal grinding machines.

4-Andaek Haeb (អណ្តើកកែប្រែ): A cotton-pinching machine has been brought under repair and revamp.

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## II. Angkar's guiding opinions:

### 1. National Defense Affairs:

#### A. Key Problem—resolving political situation of people

The important problem is to sort out the political situation of the people, and do whatever is necessary to make the people stable in a monolithic bloc of solidarity with the revolutionary state power. The revolutionary state power must govern the people well in every domain, politically, ideologically and organizationally. If things are done in this manner, no enemy will be able to attack us.

Concretely, it is imperative to strengthen and expand the cooperatives, employing the strength of the cooperatives as the core, making them the hardcore for the absorption of the new people. The new people must be satellites of the cooperatives politically and economically. This is our orientation. The people will be firm only when the cooperatives are solid. Therefore, we must assess how far our cooperatives have gotten.

Cooperatives have already performed functions in two stages, to wit:

1. Teh wartime function of cooperatives was to provide every type of strength for the fight to defeat American imperialism. They made a powerful and valiant contribution.

2. The function of cooperatives since the total liberation is to absorb all the new people coming out of all the cities and towns, especially Phnom Penh city and, in the Northwest, Battambang. Every type of horrible element exists among the hundreds of thousands of new people in Battambang, but the cooperatives have absorbed them

completely, supplying them with food and, moreover, deploying their strength to work. The power of the cooperatives is very mighty and indomitable.

Therefore, the cooperatives must be further strengthened and expanded. Through experiment, in the first course of action, cooperatives were able to fulfill their functions. In the second course of action, they are also able to fulfill their roles. So, they will be able to do so in the future.

In order to be able effectively to defend the country, the issue of people's living standards in the cooperatives must be resolved. We are striving to sort things out for the new people, too, to make them satisfied with the Revolution and make them see that this regime is one that belongs to them, so that they no longer desire to go anywhere else.

Thus, if the cooperatives are solid, the enemy will be unable to penetrate them, unable to travel and unable to conduct activities. Their comings and goings will be known, and their requests for food will be known.

In the Northwest Zone, it is possible to sort things out temporarily, although some shortages remain. Things are okay with the base people, but be vigilant against no-good elements among the new people taking advantage of things, because these contemptibles would not stay with us even if we were to give them sufficiency (2 cans [of rice a day]). Let us not talk about this handful. We prefer to talk about the overwhelming majority of base and new people who are good. We must sort things out for these people and make them our mainstay.

How must we sort things out?

-Right now [we] are bogged down a bit, but such obstacles are merely transitional.

-The people have hope. In the Northwest [Zone], the characteristics of the terrain are extremely favourable, which they can clearly see. The base people are extremely happy, while the new people are happy (for example, the production teams east of the provincial town of Battambang). It is not like in 405. In that location they have little hope (little land, little water, no-good paddy), whereas in the Northwest, there's lots of hope. They see the potential they enjoy, and they are gratified about this.

The Party's axiom is to sort out living standards. One or two years from now, the standard of living will rise (the cooperatives will astound as the paddy fields and water situation are transformed, and good supply will be abundant and everyone comfortable), and then it will rise even higher. Meanwhile, the enemy be in constant crisis, always somebody else's lackey, and will just keep on vanishing.

Therefore, it is not the enemies who are fighting us vigorously, but it is us who are fighting them vigorously. We are of great potential; we set out a model for the Thais and the people in the world. The more we are getting stronger, the more we are setting good example for others; and [we tell them] that in order to win, we have to struggle.

B. Certain concrete measures:

1-Along the border: districts and sectors must join the zone so they will be familiar [with each other] and get used [to the issue]. If zone army need mobilizing, sector army and district army can manage to play their roles and cope with them.

2-A mix of old and modern weapons should be used including especially spikes to place along the border. Make a plan on how many spikes to be used in one month. All kinds of spikes must be used (those at the height of a person's foot sole, instep and shin and up to stomach).

3-For making contacts along the border: request zones, but no need for others [sectors and districts] to oversee. There can be two groups who coming to contact us along the border: possibly Thais as well as CIA agents. So, do not let them get in touch [with us], allowing only one way in so it is easy for us to observe them.

4-Pay attention to additional assessments of the both base and new elements in the cooperatives. Keep the districts and subdistricts informed and educate the cooperatives in terms of politics, ideological and organization.. In terms of organization, constant livelihood [meetings] are requested to be held.

In conclusion, people and army have a role to defend the country while cooperative people have a role [to work] in the base.

## 2. Economy and crop diversification:

A. the Party's direction is to diversify crops and build up the country. Workforce must be allocated to those who have free land to plant and diversify crops while in the mean time defending the country. Besides, workforce must be provided to any place with more work ability, that is working less but gaining more, so that [we] can make thorough effort in seeking capital to build up the country gradually.

Therefore, the Northern [Zone] and the Northwest [Zone], and especially the Northwest, have the most good qualities in terms of the geography of paddy land (which is good and of which there is a lot of surplus), and they must receive more people. Second, possess capital in the form of rice with which they can sustain new people. Third, they have capital in terms of various kinds of implements.

We are carrying out shock assaults to diversify crops in the Northwest [Zone] in order to:

- improve people's living conditions (throughout the country).
- find new capital for purchasing materials to be used in building the country and diversifying agricultural and industrial production.

If [we] send workforce to other places with less work ability, we will lose both flute and drum [time and effort]. [In so doing] our fighting guideline is not right. So, we must fight at the right place where it is effective because we carry out the policy of self-reliance. We must find capital on our own.

### B. Workforce arrangement:

The Northwest Zone has favorable and unfavorable conditions as follows:

#### 1-Favorable conditions:

- In general, the land is fertile and also good though without using fertilizers.

-The area is a huge plain with no mountains, easy for us to organize work force to do plowing and to use water.

-There is also workforce [existing]. It is better if adding up more force [to the zone]. The [existing] force also has experience in diversifying crops.

-There are some machinery and tools.

2-Shortfall or points to be considered:

-Not yet in mastery of water problem.

-Its human being strength is insufficient. The labour force must be increased. Three or four hundred thousand more would not be enough. The current strength of one million persons can only work 50 per cent. It's imperative to add four or five hundred thousand more. Will bring in a reasonable amount for the time being, because it's retention in other locations is imperative.

-If it lacks human workforce, it must be resorted to using machinery.

In conclusion, problems to be solved:

1-Water problem: it is a key direction. Zones and sectors must set out plans to deal with all problems [related with water]. There must be a ministry [in charge of water issue].

2-Workforce: Human force and machinery.

C. Machinery: All machinery especially tractors must be collected and put under the control of zones.

-Machinery must be well preserved by having assigned repair workshops and mechanic factories. Request is to arrange agricultural mechanic work sites or repair workshops for zones. In the future, these workshops will become factories. For example, tractor repair workshops, and tractor assembly plants.

-Propose to arrange for a station--fairly small for the time being, and needless to be so big--for agricultural experiment. Seed varieties, anti-pest measures, fertilizers, etc. must be taken into consideration. We do it gradually.

### 3. Miscellaneous problems:

A. Production units: these have been organized pretty well. We must split up new forces and not allow them to concentrate. The important thing is to pay attention in terms of politics: train and educate them. Do not allow the enemy to conduct activities leading to their flight. Therefore, continue to build things up further, and expansion is possible.

B. Cities: they must be taken care of. Small wooden houses should be dissembled as requested, though there has to be some assigned force to do the dissembling. It is requested that strategic crops such as coconut trees should be planted in cities. In some places it is requested that banana trees not be planted since they spoil the beauty.

C. The problem of hospitals. It is suggested to set up hospitals and medical ranks step-by-step.