

Ministry of Commerce
Office 51

**Comments on the Report of the
Ministry Meeting of 25-26 July**

1. Comrade Nhem:

- Agreement on one important issue:
- Building of forces in all sections

Party building efforts:

1. Achievements in the past

- Lower cadres struggled to consolidate and administer reeducation amongst themselves;

- Senior cadres still attached to the notion of private ownership;

The party line was compromised by their struggle between personal interests.

- There was class struggle, but it was weak and not so serious in nature.

- Issues of jealousy, personal attacks and mistrust.

2. Post-combat achievements

Both the Party political stance and assignments have improved significantly; this represents the first step that the ministry leadership deeply hopes will assist in disseminating Party line.

The report is hereby endorsed.

Recommendations on weaknesses

1. To foment class struggle constantly in line with the cooperative movements since there remained influences of former ministry.



2. To enforce the core organization's ideology, politics, assignments that must be strong and productive. Core organization is still weaker than the masses, as exemplified by evasion of one's assigned duties.
3. Focus on practical tasks "commercial activities".

Advantages:

-When an office is properly maintained, it should be divided into:

- Bookkeeping, quality control and packaging sections;
- Leadership stance for conducting trade and trade relations. Cadres in charge shall hold the critical stance and be responsible for sales.
- Learn to conduct trade, price monitoring and market surveys that will cumulatively serve as a basis.

Drawbacks:

- Cadres could not carry out all assignments;
- Lack of responsibility for critical tasks in:
 - foreign liaisons;
 - experience in the free market.

Conclusion:

- After its organization and improved trade performance, cadres can now manage the Party line with guidance provided accordingly from the Party.

4. Conclusive remarks:

- After its organization, cadres were progressing and well aware of the cooperatives situation.

- Well aware of the commercial line and directions of the Party.
- Internal struggle and constructive ideology were more dynamic and productive.
- Several class struggles have become an active movement focusing on eliminating the ideologies of private ownership and materialism.

Drawbacks:

- Vigorous class struggle has yet to be promoted;
- Class struggle must continue until it is completely abolished;

Assignment issues:

Assignments have been properly organized. Party livelihood meeting has improved significantly within the Party, but cadres have not shown sufficient interest in studying the Party line and they remain idle in this effort.

- They have yet to show interest in studying the Party's Statute.

Goals and Measures:

Endorsement and recommendations:

- As regards technical and trade activities, how will trade products be developed and produced in future i.e. forest sub-products?

2. Uncle Hong:

- Achievements and shortcomings are found to be appropriate, accurate and faithful to the Party;

Shortcomings:

- There should be focus on certain matters following discussion and analysis;

1. Party line concerning socialist revolution

- The Party line is targeted at eliminating residuals of oppressive class ideology. The socialist revolution movement advances haltingly and is hindered by shortcomings in leadership. The movement is stranded when the apparatus is not functioning efficiently.

E.g. The leadership apparatus is required to act as a model when class struggle fails to attain required level of vigor, i.e. non-fulfillment of tasks because of lacking force mobilization and weak collectivism.

E.g. The party and leaders shall, through their best efforts, act as an example when self criticism sessions are not organized at three-month intervals as residuals of the oppressive class are still apparent.

Topics for discussion

- Basic qualification;
 - Party imperative of “the great leap forward”.
- There was a critical shortcoming in the effort of self-rebuilding as there remains quite significant individualism in the form of boasting, senility and seniority in struggle etc.
- Have they been eliminated? If they still exist, and if no attack nor effort has been deployed to root out such evil ideology, fulfillment of Party obligations is impossible. But if they were rooted out, we can leap forward and determine the timing of the attack with the support of the collective.

Party building efforts:

Party building spirit and livelihood meetings at the ministry level are still weak. Cadres have participated in meetings but they are still reluctant to adhere to organizational discipline.

3. Comrade Han:

- Achievements and shortcomings are fully agreed upon with the following comments and remarks:

- General performance of political duties

- Begin launching of a new operation, new location and new experimental activities;

Achievements:

There was step-by-step progress in improving the people's livelihood and supplying the ministry with agricultural and industrial products.

- Knowledge of the Party line of socialism and Party duties is far more limited to individual department than to the ministry as a whole;

- Education and studying have been neither dynamic nor well promoted.

- Revolutionary force building:

- The bad influence in the ministry has so far affected lower Party ranks and the promotion of the socialist revolution is still limited.

- Residuals of this influence still exist; therefore, cadres shall struggle to eliminate authoritarianism, boasting and favoritism.

Performance of commercial activities:

- Achievements:

Fairly good. Collecting and saving for national defense, and good understanding of the Party line.

- Shortcomings:

Cadres have not been well informed, casting a weakening effect on the Party.

E.g. Industrial materials were left unorganized all over the place and commercial goods have not been collected.

Market access activities:

- Operation management is found to be gradually improved; however, it has not been harmonized since preparation and quality check are limited.

- Some errors were found in certain lists of goods. In certain places, supply and receipt of goods has not corresponded to lists;

- Goods and supplies from the Northwest Zone have not met the Party's demand, and the lack of smart management has also affected performance. Cadres have yet to become responsible for their assignments.

Comrade Mos:

- Achievements and shortcomings are agreed upon with the following remarks:

Achievements:

- Achievements have been made with respect to the people's livelihood, particularly in the fields of bartering and distribution of materials.

Shortcomings:

- Private ownership at each unit or section level remains a problem as quantities of materials was in excess of needs.

• Party building:

Achievements:

Cadres are well aware of the Party line regarding the fight against private ownership and materialism. Obviously, class struggle is to be strictly adhered to.

However, they are not well aware of the Party class guidelines in serving and meeting the people's needs and improving livelihood.

E.g. Cadres keep personal property as they are still unclear on the issue of ownership. They do not want to surrender their motorbikes for collective use.

Commercial activities:

- Collection and distribution of products

Achievements:

- Efforts have been made in the selection of quality products; savings are subsequently greater.

Shortcomings:

- Achievement varies individually based on each situation and performance;
- Selection and screening of quality products acceptable at international levels have yet to be accomplished;
- There was a delay in the distribution of products for the people;
- There was progress in finding markets. Cadres have managed to build links between agriculture and industry. A standard purchase was delayed until the standard was defined.

Waste of labour

One ton of kapoks is produced each day.

Comrade Yân: Additional comments

Shortcomings:

- Staff members of each section have not been united and they appear to be in favor of their respective departments;
- Core organization has yet to be built for carrying out targeted activities and workers have yet to be reunited for this purpose;
- As regards livelihood, there have been no livelihood meetings for meticulous criticism. The upper echelon has yet to help with criticism; and
- It is observed that livelihood meetings were held at spearheads.

Recommendations:

- Political standpoint shall be defined for Party members, in particular, all members shall be trained to be more rigid.

Comments and Experiences

- Other comrade's comments are required, further comments reflecting item 2.

1. Party building in all departments

What is the strength of each Party branch in terms of ideology, politics and assignments? What is the level of education? There must be strengthening and extension initiated by the individual that is conducive to criticism.

2. Core activity of each office

- Commerce;
- Medication;
- Market;
- Bookkeeping;
- Packaging;

- Office.

Comrade Bun:

- To launch a storm attack to eliminate private ownership;

- Use of vehicles and motorbikes remains unmanageable;
- Attachment towards children and spouse, worrying about pregnancy or delivery of baby.

Party building activity:

- Five members.

Politics:

Achievements:

Cadres have a fair understanding of certain Party guidelines through magazines and newspapers.

Shortcomings:

Certain parts of activity are operational while others are not being strict enough. Cadres have not been well instilled.

Ideology:

Achievements:

Focus on strengthening and maximizing the collective stance so that private ownership is gradually relinquished.

Shortcomings:

There is private ownership of certain utensils;

Appearance and behavior of authoritarianism has not completely been renounced;

Assignment:

- Good solidarity;
- Party branch meetings are not yet functional, be straight to the point, and are not as detailed as expected;
- Cadres still dare not give comments on assigned tasks and compromises have been made;
- Education and study are still weak, in particular the study of Revolutionary Flag is still weak and irregular.

Core medical activities:

Shortcomings:

Treatment has not been very effective.

- Production of modern and traditional medicines is still part and parcel of simple chain; has yet to respond to the great leap forward.

The Party instructs and educates cadres to be absolutely clear about the distribution to the local community;

Comrade Khort: Party assignment of packaging shows no problem.

- Cadres are diligent in building honesty and in refashioning themselves.

Shortcomings:

- Cadre's attack has yet to be vigorous and the general view on socialist construction has yet to be seen as they mainly focus on their tasks.

Trade activities:

- Price survey revealed certain prices to be fair while other price lists were unreliable as they were fixed according to supplier's will.
- Price quotation was not made when purchase was made urgently;
- Improper maintenance and storage of materials and supplies, i.e. some coffee and dry fish become rotten;

Comrade Ky:

Achievements:

Politics:

- Cadres have necessary understanding of politics with fair performance of duties.

Shortcomings:

- Cadre's responsibility and mastery remain limited, i.e. food and vegetable storage.
- Collection of cooking pots, plates and clothing has yet to reach best quality.

Ideology:

Achievements:

- Struggle to eliminate ownership and mutual criticism was continued.

Shortcomings:

- Cadre has yet to exercise absolute struggle. Ownership, individualism and egoism remain at large due to lack of understanding of the Party Statute. There are some weaknesses in terms of acting freely, ownership, condolences and being carefree for damage;
- There is no critical problem with solidarity; but it has yet to be strong;

- Study of the Party line and policy as outlined in the Revolutionary Flag magazine and directives has not been adequately adhered to as they have not fully understood the technical details;

- A small degree of individualism and egoism still lingers.

Comrade Poek:

Achievements and shortcomings, as reported, are fully agreed upon.

After a ministry reshuffle by the Party, he and other comrades are fairly aware of the need to strengthen their class of origin.

Ideology:

- Cadre has no difficulty with and is fond of and happy to be assigned duties.

He adheres to the plan of 3 tons of rice per hectare.

Shortcomings:

He felt that he is not qualified for Party tasks.

Politics:

Achievements:

- Cadre is aware of the line of socialist revolution. He can grasp the true situation of cooperatives;

- Political stance and world view should be further strengthened and linked to the three tons of rice per hectare assignment.

Shortcomings:

- Active attention and constant efforts have yet to be made to respond to the lack of medicine and people's hunger. Food supplies and utilities were wastefully consumed;

- Building of worker class and origin has not been active to a high degree.

Stirring up of the sacrifice movement:

- To give up materialism and corrupt ideology, one has to instill the line of socialist revolution aimed at toppling feudalism and capitalist residuals.

Shortcomings:

- Cadre has yet to be free from materialism. He used to own property and was prone to feelings of nostalgia and love after collectivization;
- Cadre is still influenced by corrupt ideology and they apparently abused power by making orders and repeatedly blaming workers for unsatisfactory performance;
- Cadre is boastful, expects fame and is not willing to work closely with the grassroots.

Assignment:

- To work closely with the masses and organize mass forces.

Shortcomings:

- Cadre has not always sided with the people and he sometimes attributes wrong assignments, leaving some comrades sitting idle;
- Lack of solidarity and effort in refashioning each other.

Achievements:

- Optimal attention has been given. Faithfulness and willingness towards mutual assistance were on the right track.

A shortcoming emerged as mutual assistance did not address the central issue. Assistance was insufficient and sometimes reluctantly offered.

- Study and understanding of the Party line were inadequate as some cadres were only interested in reading his or her favorite parts in the Revolutionary Flag magazine.

Actual Performance:

Achievements:

- Cadre with a high spirit of responsibility successfully completes the tasks.

Shortcomings:

- Certain parts have not been enforced strictly and failed to comply with the Party assignment guidelines. Management is still vague and so it is required to do the following:

- Decide at the assembly to strengthen the class stance, thus contributing to the production plan of three tons per hectare.

Comrade Pin:

Situation of the masses:

Achievements:

- Cadre has subsequently studied, implemented the tasks and learned from experience.

Shortcomings:

- Understanding is still limited and performance of tasks is unstable.

E.g. In some units, one section was very active while a new section was very poor due to private ownership, individualism and egoism.

Reason: The Party has yet to work closely with the masses.

Party leadership Building Activities:

Ideology and Politics:

- The Party has provided education on achieving progress, harnessing synergy to gradually move forward;

Shortcomings:

Education is still limited. It has not been fully engaged and it resulted in lesser activity.

Ownership:

- Achievements: Private ownership, mandarinism and authoritarianism were gradually abolished.
- Shortcomings: Comparatively speaking, it is found to be lagging behind other on-going great leaps.
- The mandarins were still struggling with ownership and were not absolute when they personally worked with the masses to respond to their needs.

Ideology of partisan units:

Shortcomings:

- People in each unit took care of their unit. People have not mutually committed to building solidarity.

E.g. People in some places were free, while people in other places were busy. People from some offices were educated, while people from other places have not attended Party education sessions at the ministry level.

Party livelihood meeting

- There was a class compromise, and the main focus was on ideology. Politics was fixed as a second priority;

- Livelihood meeting has not been regular and there were some reasons involved in these efforts.

Concrete performance activities

Use of forces:

- Some forces were not used and the assignment was not properly responding to socialist targets.

Comrade That (female)

The report was approved.

Shortcomings:

- Political ideology has yet to be formed or developed in depth. Performance has not been achieved at the best effort of each individual.

- Cadres/Party members
 - Tasks are not militantly performed;
 - Improper behavior as a leader;
 - Limited education of Party line;
 - Limited consolidation within leadership.

Suggested resolutions:

- Adapt oneself to the collective;
- Use constant efforts to eliminate previous ideological errors.

Comrade Bi:

Towards the masses:

Achievements: Effort in performance of tasks.

Shortcomings:

- The masses were not fully satisfied with the tasks. As a result, there were incidents of fleeing and escaping the unit;
- There was wastefulness in the preparation of housing;
- Support by the upper level for the masses was limited.

Party building activity:

Achievements: Cadre paid attention to education.

Shortcomings: The cadre was not well aware of Party ideology and politics.

Problem with ownership: Cadre used threat, authority and command.

- Cadre is still attached to the idea of private ownership, fame and is reluctant to participate in mutual criticism effort;
- Most comrades and Party members made minimal effort for this purpose.

Assignment

Solidarity: Cadres fell short of efforts to build solidarity and they are fearful of one another.

- Education is still weak. More sessions were conducted at certain places and less often at other places.

Commercial activity

Achievements:

- Many activities have been in order. Sections were divided for commercial, projection, marketing and bookkeeping purposes.

Shortcomings:

- Cadre failed to balance forces according to a particular target.

Bookkeeping activity:

Cadre building activity

Achievements:

- Some cadre building activities have been conducted.

Shortcomings:

- In terms of management and knowledge, some leaders monitored closely while others merely stood and watched and left the cadres to proceed at their own risks.
- Unequal measures were imposed on the same group of needy cadres.

Comrade Chiet:

The report is fully agreed upon.

Party force building:

Ideology and politics

Achievements:

- Politics: Cadre understood the Party line and cooperative's situations.

Shortcomings:

- Lack of in-depth understanding, the political stance was still shifting despite Party direction.

Ideology:

Shortcomings:

- Efforts have been made in collecting materials, and some perishable supplies were distributed at the base level;

- Allocation of forces was not carried out equally.

- Assignment and study

Achievements:

- Study sessions were frequently organized and cadres were active and courageous in mutual criticism.

Shortcomings:

- Some cadres were reluctant to criticize in front of one another but they were whispering behind each others' backs.

Core Tasks:

Achievements:

- Best effort has been made in the distribution of materials and supplies as determined by Angkar, despite fluctuations in quantity.

Shortcomings:

- Prahok (fermented fish) and dry fish were spoiled due to improper storage and supply chains.

- Catering supply was not delivered on time for party celebration.

Reasons:

- Being away from cooperative's livelihood made them more attentive.
- Self determination and self perfection in applying the Party line that is neither of the extreme left or extreme right.

Comrade Ven:

Achievements:

- Politics: Cadre has subsequently been indoctrinated in politics.

Shortcomings:

- Training sessions have not been conducted, and therefore ideology of ownership is problematic, performance has not been vigorous.

Commercial Activities:

Achievements:

- Products have been subsequently collected for sale.

Shortcomings:

- Collection of products is limited due to delayed promotion of product collection;
- The deadline was not met because the comrade was away and has yet to be educated;
- Angkar's discipline was not respected as some people were freely assigned;

- Main forces have not been used to their full capacity. Forces used were inconsistent with the workload; 200 forces produced only about one ton of products;
- In June 1976, in Kompong Som, not everyone possessed personal belongings, but in Phnom Penh, when people freely ransacked houses, they kept some materials for personal use.

Going home:

- Political education is still superficial.
- Home sickness has not been eliminated yet.

Comrade Pheng

1. Achievements:

- Assignments have been managed thoroughly in the last 3 months.

2. Shortcomings:

- In the last 3 months, responsibilities over political leadership at ministries is marred by private ownership.
- Four Party members have complicated matters by assigning youths to Party management .
- Problems relate to family and love affairs.
- Some used to be company commanders or platoon commanders but now demoted to squad and team leaders and they are not happy about that.
- Some cadres drove freely, too fast, and got into accidents causing damages to vehicles.

Personal issues:

- Comrade has yet adhered with the movement, thus his political ideology is still superficial.
- Still attached to private ownership; comrade still wanted bicycle and car to add to his comfort and feeling of being handsome.