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TO RAISE THE INDEPENDENCE OF LOCAL INDUSTRIAL  
ENTERPRISES BY THE P'YONGAN-NAMDO ECONOMIC COMMITTEE

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TO RAISE THE INDEPENDENCE OF LOCAL INDUSTRIAL  
ENTERPRISES BY THE P'YONGAN-NAMDO ECONOMIC COMMITTEE

Following is the full translation of an article  
(English version above) by Kim Tong-yung, appear-  
ing in Minju Choson, 4679, 22 June 1960, P'yong-  
yang.

Since the recent organization of the P'yongan-namdo Economic Committee in compliance with our Party's wise decision to promote revolutionary development of local industries, the Economic Committee has been undertaking full-scale enterprises to fulfill its assignments. Under the auspices of this committee there are at present about 300 province-wide industrial enterprises. The Provincial Economic Committee initiates enterprises, but also it pays serious attention first of all to whether the enterprises already in existence have clearly understood the Party's policy concerning local enterprises, and whether the Committee could strengthen the independence of the management and productive activity of the local industries. Since the existing enterprises are factories operated by the city and kun that were largely set up following the general meeting of the Party's Central Committee in June 1958 their economic and technical foundations are insufficient and they maintain only a low level of performance in their management and production activity. Many leading workers (Chido Ilkun), while previously working in the factories operated by the city and kun, failed on many occasions to lead their enterprises with initiative and efficiency. Instead they relied upon the city and kun People's Committees for the solutions of their problems, in effect letting their problems be solved by their superiors. However, with the new organization of local enterprises under the Provincial Economic Committee, the dependence of these leading workers on the city and kun People's Committees became impossible, since these workers lost direct contact with their superiors, owing primarily to geographical separation. As a result, in some cases the leading workers were at loss to execute their responsibilities. The above confusing development led to recognition of the need to strengthen the independence of local industrial

enterprises.

Furthermore, as the Provincial Economic Committee workers were newly assigned and were accordingly not familiar with the enterprises under their auspices, they were unable to establish the measures that would be sound and applicable to the existing situations. In view of this difficulty the Provincial Economic Committee has adopted two lines of action. First, it has dispatched a guidance and encouragement group (Chido Songuon), made up of five to ten persons in each city and kun, to investigate the existing conditions and at the same time to lead the local enterprises. Second, the Management Bureau of Production has on several occasions convened meeting of the leading workers from twenty to twenty-five enterprises in the province to discuss the general status of production, various problems to be solved, and the leadership question.

Members of the guidance and encouragement group dispatched in each city and kun determined first of all whether the supply of raw materials in each enterprise was sufficient for the continued maintenance of production, an adequate supply being most important for the maintenance of independent production in each enterprise.

In the past, however, when the supply of raw materials became short, many local industries and enterprises turned to the city and kun People's Committee for further supplies. Needless to say, the city and kun People's Committee did whatever it could to meet the demand, and it will do the same in the future. Nonetheless, this sort of dependency makes it difficult to maintain the independence of each local enterprise. Without attempting to solve the problem of the raw materials supply of each enterprise, greater productivity would not be achieved. It is for these reasons that the guidance and encouragement group has investigated the problem of supplying raw materials. At the same time, this group together with the People's Committee has explored the sources of raw materials. For instance, a guidance and encouragement group dispatched to Yowon Kun has discovered a fernbrake field that would take one hundred persons two months to pick. The guidance and encouragement group has also discussed and studied with members of agricultural cooperatives a method by which raw materials could be transported. In this manner the group helped each enterprise to stock raw materials so that it could proceed successfully with its production plan. In the past, of course, the city and kun People's Committee did the same to help local enterprises. However, the guidance and encouragement group serving under the Provincial Economic Committee offered help that went one step further, in showing through its assistance

that the method of detailed planning for production and use of facilities would bring greater productivity.

On the other hand, we have been stressing guidance in the exploration and overall, thorough use of raw materials. The city and kuh People's Committee and factories had also shown much concern with these problems, and not without result. However, there are some questions yet to be solved, especially concerning skills and facilities.

Accordingly, the Provincial Economic Committee has taken positive steps to help local industries acquire sufficient technical skills, facilities and materials. As a result, various kuns in the western sea region are now preparing to produce fish oil, and many enterprises throughout the province are producing many new products. Many local enterprises are therefore preparing a production goal beyond that already planned. At the same time, members of the guidance and encouragement group dispatched to the production front have been cautioning workers that they should not produce just for the sake of producing. For example, a building material factory in Kangso Kun has been manufacturing cement tiles and fire-proof bricks. Simply because the manufacturing is easy, the factory aimed at producing as much as it could, regardless of the extent of the demand. A guidance and encouragement group that supervised this factory pointed out, however, that cement tiles and fire-proof bricks were not needed beyond their production goals and that the surplus labor should be directed to the production of such materials needed for the people's livelihood as jars, poch'i and siru (an implement used to steam rice cakes). Subsequently, members of other guidance and encouragement groups have instructed the leading workers in various factories always to consider what lines of goods are most in demand by the people. Should problems arise in their efforts to meet the demands of the people, these workers have been assured that they may call on the People's Economic Committee for a solution.

In giving their assistance, members of the guidance and encouragement group of the People's Economic Committee do not merely hand down instructions. They themselves wear work clothes and work together with management workers in the factory. In this way, they actually help find a solution for the supply of raw materials. At the same time, they are also actually participating in production with other workers, and they discuss and help with the manufacturing process and labor distribution. Furthermore, management workers in the factory are personally taught the use of control and statistical methods. Thus, in the future they will be able to conduct their managerial work independently.

In parallel with the work of the guidance and encour-

agement group, the Management Bureau separately convened several meetings of the leading workers in enterprises. At such meetings the workers discuss the existing conditions and future prospects of their own enterprises, and the Bureau helps solve their various difficulties. As a result, these leading workers discover that solutions for various problems concerning skills, facilities and other minor matters are far more easily found than their past experience led them to expect, and they come to have renewed confidence and determination to produce more and better goods.

The Provincial Economic Committee has also been helping with the solution of many difficult technical problems in local enterprises and has thus contributed to raising the level of their productivity. As one result, a fertilizer factory in Yangdok has found a solution for a problem concerning its production of machikmul, and is now proceeding with production. Also, a special textile production cooperative in Anchu has introduced a progressive method of handling natural dye materials (somryu). At the same time, the Provincial Economic Committee has been encouraging the activities of the technical workers the Party dispatched to local enterprises, and has helped to create a favorable atmosphere wherein these technical workers can use their initiative. The Provincial Economic Committee has already held a meeting with these technical workers, discussing with them various production methods.

Furthermore, in order to raise the morale of these technical workers and to create a comfortable feeling among them in the execution of their assignments, the Provincial Economic Committee has helped arrange meetings between them and the managers in their respective assigned factories for joint decision-making.

Another step taken by the Provincial Economic Committee to increase the independence of management in the local enterprises is to elevate the function of provincial enterprises that already exist and to define their assignments. In southern P'yongyan Province there are eleven such factories. The Provincial Economic Committee has taught these provincial factories how to help the work of the factories managed by the city and kun in their respective district and how to contribute to their better management. For instance, a Kaechon cooperative factory is a factory managed by the province. This factory, by assisting local enterprises within its jurisdiction, has contributed to their development.

In addition, the Provincial Economic Committee organized on a large scale lecture courses that dealt with actual experiences. These served to raise the level of workmanship

among management workers. The lecture courses, which were to propagate widely actual management experiences in various enterprises under outstanding management, have been already completed, and now the Committee is planning to organize lectures for accounting workers, who could help to increase profit margins in their respective enterprises. Furthermore, in the field of food production, a Kiyang food factory has conducted lecture courses on food technology, and lecture courses in other fields have been organized in Sunchon, Kaech'on, and Tokch'on.

The Provincial Economic Committee is now aiming at meeting the basic overall requirement, within the enterprises under its jurisdiction, for the proficiency of technical skills.

In these ways the Provincial Economic Committee has given guidance to local enterprises under its jurisdiction to promote their independence and efficient management so that their strengthened material and technical foundations could be utilized in the production of more good of higher quality.

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