

## WAGE A RELENTLESS STRUGGLE AGAINST COUNTER-REVOLUTIONARY WRECKING

(Adapted from a report of the Public Security Bureau of Tuyun County dated June 6, and published in *The Work in Kweichow*, No. 85, July 30, 1955)

*The problem of counter-revolutionaries trying to wreck the co-operative movement is not limited to District Five of Tuyun County, Kweichow. It is quite common. But very little is said about it in similar periodicals of other provinces.*

*In this period of developing agricultural co-operation, comrades engaged in rural work must give their fullest attention to the struggle against the wrecking activities of counter-revolutionaries. Just as was done in Tuyun County, they must set up security organizations within the co-ops, with Party members and Youth Leaguers serving as the core. Led or supervised by the county Party committee, the district Party committee should first study the situation, publicize and explain Party policy to both Communists and non-Communists, and put the people on their guard against the wrecking activities of counter-revolutionaries. Then it should investigate, weed out and recommend disposition of any counter-revolutionaries or other rascals who may have wormed their way into the management of the co-ops. It is absolutely essential that this be done. Only real counter-revolutionaries and real rascals, however, should be weeded out. No good person, or*

*someone who only has certain shortcomings, may be labelled "rascal." Special care must be given to making proper disposition of cases. All recommendations must be approved by the county government authorities.*

—EDITOR

The instance of the 18 agricultural producers' co-operatives in District Five of Tuyun County in Kweichow Province shows us that the damage done by remaining counter-revolutionary elements and class enemies to the co-op has been serious. All told, 26 cases of sabotage occurred in these co-ops. They include the poisoning of draught animals, twice; the destruction of water conservancy works, twice; the undermining of production plans, four times; the destruction of compost, once; theft, nine times; corruption, three times; creating rumours, four times; the murder of a functionary, once. The general tactics used by enemies to undermine the co-ops, before they were set up, was to create rumours from outside and distort the policies of the Party and government so as to deter peasants from joining the co-ops. For instance, Wu Sen, sub-chief of the remaining bandits in Liangmou Township, spread the rumour that the co-op was a "quagmire, once you entered it, you could never get out." When the peasants heard this, they became skeptical and began to waver; consequently, 11 households wanted to back out. In other townships, there were also landlords and rich peasants who spread rumours against the co-ops. "To join the co-op is to put oneself under supervision; you are freer outside of it," they said. And when it's time to sow rice seeds, they told the peasants, "The co-op is no better than the peasant working on his own." Some peasants grew doubtful when they heard such rumours and dared not join the co-op. On the other hand, once the co-ops were set up, these counter-revolutionary elements and class enemies managed to worm their way into the co-op to

carry out destructive activities by taking advantage of the lack of vigilance by some co-op functionaries and members, and by coaxing and wheedling. Some, because they feined to be enthusiastic, even seized leading posts in the co-ops. According to an investigation, those who had wormed their way into the co-ops included 3 bandits, 4 Kuomintang army officers, 2 members of the San Min Chu I Youth League of the Kuomintang, 2 persons who once served under the puppet regime, 7 puppet *pao* chiefs,\* 2 suspected counter-revolutionaries, 1 habitual thief, 3 soldier-robbers or vagabonds, 17 puppet *chia* chiefs,\* 4 hirelings of *pao* chiefs, 2 witch-doctors, and 2 others who had just served prison sentences, making a total of 49, or about 0.24 per cent of the whole membership of the co-ops. Nineteen of them took over leading posts, including 4 chairmen and vice-chairmen, 2 book-keepers, 6 management committee members, 5 production brigade leaders and 2 tally keepers. Once they had sneaked into the co-ops and seized leading positions, these bad elements began to take over the reins and go into action. In the process of calculating the work done, recording the work-points and distributing income to the members, they made use of certain shortcomings in the work to create and aggravate conflicts, fanned tension between the functionaries and members, isolated the leadership and discredited Party and Youth League members and the most active people. Or, they would create disturbance and incite the peasants to stop work by deliberately making wrong entries of accounts and work-points. The book-keeper of Hsinan Co-op, for instance, was formerly a San Min Chu I Youth League member. He made such a mess of the accounts that a rational distribution of income was impossible. This caused discontent among the members; 19 households were unwilling to go to work. When

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\* The *pao* chief was an agent of the Kuomintang, responsible for watching and controlling 100 households, and the *chia* chief, responsible for ten households.

the enemies saw that chances to carry out destruction through these methods were dwindling because the co-ops were gradually becoming better organized, they resorted to even more vicious methods, such as poisoning animals, stealing co-op property, poisoning co-op functionaries and active people. The vice-chairman of Hsinan Co-op was a chieftain of a bandit signal brigade. He got the leadership of the co-op into his hands, discredited Party and Youth League members and undermined production. As a result, the co-op harvested 300 catties less of rape-seed. In order to weaken the effectiveness of the irrigation facilities they were installing, he deliberately had the planks cut 7.6 feet shorter than required and holes bored in the stones in the wrong places, so that around 200 work-days went to no avail. Ting Chun-san and Hu Hsiang-yuan, both counter-revolutionary elements who had sneaked into the Hsinmin Co-op, banded together 7 bad elements and attempted to poison Tsao Ke-jung, a co-op functionary. This state of affairs goes a long way to explaining that the counter-revolutionary elements and the class enemies were seriously undermining the socialist transformation of agriculture and that they were adopting more and more vicious methods to attain their purpose.

Security organizations were at this point set up in these co-ops. There were 37 Party and Youth League members in them, making up 71 per cent of the total. These organizations have done much to protect production. When unified purchase and supply of grain was put into force in 1954, for instance, five cases of sabotage were discovered in the Hsinmin Co-op. The security group in the co-op helped the public security officer to clear up all the cases.

In District Five, we familiarized ourselves with the conditions of the enemy and strengthened protection of the co-ops in the following way: First of all, we studied the experience of other places, and clarified the point that protection of the mutual-aid and co-operative movement was the central

task of rural public security work. Then, on the basis of the important problems existing in the district, we made suggestions on security work and reported to the district Party committee, which examined and studied the question at a meeting of Party branch secretaries. In this way security work was carried down to the Party and Youth League branches, district and township functionaries and the masses of the peasants, and finally transformed into conscious action by the masses. Then we selected a key co-op among the existing co-ops in the key township under the district Party committee and, on the basis of the members' higher level of political consciousness, carried out an examination of the political background of its members, especially its functionaries. In other townships, this work was done mainly by the Party branches. Security work was placed on the agenda of the meetings called by the district Party committee for Party branch secretaries and for functionaries assigned to run co-ops. In this way, the district Party committee was able to find out what the enemy was up to throughout the district, and, by summing up the results of the examination of the key co-op in these meetings, educated the functionaries by making them see the subversive activities of the enemy. This heightened their vigilance and encouraged them to do security work more successfully. In the process of checking up on the co-op functionaries, security personnel was chosen and trained. It was through them that the general estimation of the members was made and their political background clarified. The security personnel of the co-ops was nominated by the Party branches, discussed at mass meetings and examined and approved by the district Party committee.

Through this work we felt deeply that the principal factor in ensuring the success of our rural security work was to rely on the Party branches and the security organizations for the mobilization of the peasants through production. Another point to which attention should be paid is that the public

security workers must work in co-ordination with the co-op functionaries to protect the co-ops; they must help the functionaries to change the view that protection of the co-op is an extra burden to them. Furthermore, security work should not only be carried out in the co-op, but also in the entire mutual-aid and co-operative movement.

## THE COMPREHENSIVE PLAN OF PINGSHUN COUNTY

(By Li Lin, Secretary of the Pingshun County Committee,  
Chinese Communist Party, September 20, 1955)

*This article deserves examination. It can serve as a reference for every county committee leading a co-operative or production movement or doing other work. We would like to see more such comprehensive county plans and more such all-embracing articles—from every province—going into all aspects of the situation.*

—EDITOR

### I

Before the 1955 spring sowing, 378 agricultural producers' co-operatives (averaging 60 households to a co-operative) had been set up in Pingshun County, Shansi Province. Peasant households in co-operatives made of a little more than 88 per cent of the county's total, and co-operation of a semi-socialist character was in the main achieved.

The 378 co-operatives were established on the basis of the growth of agricultural mutual-aid teams throughout the whole county in the previous ten years and in the three stages of establishing co-operatives on a trial basis in 1951 and 1952, over-all planning in 1953 and expansion on a large scale in 1954 and 1955. Actually, from establishing co-operatives on a trial basis to achieving virtually complete co-operation in the entire county, it took only four years. The rapid growth of the co-operative movement had been possible chiefly because the Party adopted the correct policy of leading the

peasants in developing production, each year one group of co-operatives after another increasing production.

Co-operatives of a semi-socialist character have become the predominant production organization in the rural area. Therefore, they have greatly raised agricultural productivity and promoted the development of production. The total grain output of the whole county in 1954 amounted to 53,600,000 catties, a gain of more than 10,000,000 catties over 1949. The average yield per *mou* registered an increase of 26.6 per cent. This completely reversed the situation of the past when Pingshun County was short of grain and had to make purchases from other places. Apart from the grain for local consumption, this county now has an annual surplus of 9,000,000 to 10,000,000 catties to sell to the government and pay agricultural tax. Forestry and livestock raising also grew. Compared with 1949, the head of cattle increased by 4.4 per cent in 1954, donkeys by 21.6 per cent, mules by 53 per cent, horses by 164 per cent, sheep by 44 per cent and pigs by 207 per cent. Income derived from animal products, subsidiary rural products, special native products and forest products increased by 79.5 per cent. All in all, the county's total income from agriculture and subsidiary products in 1954 was 76 per cent above that of 1949.

Because of the superiority of single, centralized management, the co-operatives have more manpower and money for effectively promoting the development of mountainous areas and the conservation of water and soil. In the past few years, 140,000 *mou* of afforested hills in the county have been closed off to protect the trees, 139,000 *mou* of land on denuded mountains have been sown with tree seeds, 6,680,000 trees planted, 389 *mou* of tree nursery cultivated, 3,150 *mou* of saplings laid out, and dried fruit trees such as walnut, wild pepper, wild peach, and wild apricot planted on a large scale. In addition, 3,421 check dams have been built, 48,035 *mou* of fields terraced, 3,720 *mou* of riverside farmland embanked and 4,452 flood prevention ditches built that can irri-

gate 35,000 *mou* of land. A comprehensive production plan for the whole county was drawn up in 1952 and efforts are being made gradually and completely to change the face of this mountainous area in a planned way.

The emergence of the new situation in agricultural co-operation has brought about a tremendous change in class relations. The poor peasants and lower middle peasants have become predominant economically and politically. The well-to-do middle peasants have changed their suspicious and wait-and-see attitude and are drawing much closer to the co-operatives. The rich-peasant economy has been eliminated throughout the entire county. The living standard of the average peasant has been raised to that of middle peasant. A typical investigation in the typical village of Niuchiahou shows that each person in this village of 69 households now has an average annual income of 776 catties of grain, 17 per cent greater than the income of the middle peasant in the past. Now the peasants have come to understand that the greatest advantage of co-operation is that it makes the poor rich and the rich still richer. Investigations made in Yangchingti Township which is comparatively advanced in the co-operative movement show that the real income of all strata of the peasantry has more or less increased since they joined the co-operatives. The average income of a poor peasant in 1954 was 831 catties of grain, a 38 per cent increase compared with the period before he joined the co-operative. The income of every new, lower middle peasant was 928 catties, an increase of 31 per cent. The income of every old lower middle peasant was 816 catties, an increase of 28 per cent. The income of every new well-to-do middle peasant was 1,090 catties, an increase of 5.6 per cent. The income of every old well-to-do middle peasant was 982 catties, an increase of 5 per cent.

As the peasants' material life improved, their purchasing power has expanded. In 1949, the purchasing power of each peasant was 4.93 yuan annually while in 1954 it had risen to 29.3 yuan. In describing their life, peasants in the

co-operatives say that in the past they ate "bran and wild roots for six months and grain for half a year," but now they have "enough to eat at every meal, surplus grain every year and eat meat during the New Year and festivals." Whereas formerly they had "little clothing and no hat, a very thin mattress to sleep on and nothing to cover themselves," now they have "better clothing to wear and a cotton serge blanket to cover themselves with at night."

Attention has also been paid to culture and public health. The more than 100 lower primary schools in the whole county set up before the War of Resistance to Japanese Aggression have been expanded to over 400 and the pupils in these schools account for 93 per cent of the school-age children. There were only three higher primary schools in the past and now the number has increased to twelve and a middle school has been set up. Spare-time schools and literacy classes have been established in every township and 64,000 young people and adults of both sexes are attending. In addition, 272 libraries have been set up subscribing to a total of 5,729 magazines, plus many mobile libraries. One hundred and four film shows were given in the mountainous area and 72 radio receiving sets tune in to broadcasts every evening. All this has greatly enriched the political and cultural life of the peasants. In the field of public health, the county has one health centre and seven clinics. More than 200 doctors have been organized to go from place to place to treat patients. With the extensive application of modern methods of delivery, infant mortality dropped from 31.8 per cent in 1949 to 17.5 per cent in 1954. Young people brush their teeth and feminine hygiene has been popularized. New sanitary habits have been gradually introduced.

With the growth of co-operation in agriculture and improvements in the peasants' material life, customs and habits in the rural areas and the outlook and ideology of the peasants have changed accordingly. The 26,000 households working alone in the past have now been organized into 378 large

collective production units. While in the past the peasants depended on their families and relatives, now they "depend on the agricultural producers' co-operatives for production, supply and marketing co-operatives for daily necessities and credit co-operatives for loans." Widows, widowers, orphans and destitutes generally are taken care of by the co-operatives. New ideas of morality have gradually taken root. There are few people now given to bickering and fighting, and few people burn incense, kowtow, appeal to the gods and supplicate them for holy medicine. Few people get involved in disputes over land. Idlers, loafers, and speculative merchants are on the way out. The predominating new outlook in society is to regard labour as glorious and exploitation shameful.

On the basis of their personal experience, the peasants have linked their individual interests ever more closely with those of the collective body, their immediate interests with their long-term interests. They actively deliver grain tax as an expression of patriotism and sell surplus grain to support the country's industrialization. They buy large quantities of means of production and consumer goods with income derived from selling grain and subsidiary products. In this way, the worker-peasant alliance has been consolidated on a new basis and the development of industry and agriculture has been closely co-ordinated.

## II

In the course of the agricultural co-operative movement, the Party organizations of Pingshun County at all levels undertook the following tasks:

First, they seriously carried through the policy of "active leadership, steady advance" laid down by the Central Committee of the Communist Party and followed the principle of "from low to high, from small to large, from few to many and from point to area." They conscientiously strengthened

their leadership of the movement. First of all, they paid attention to completing satisfactorily the work of setting typical examples and various kinds of preparatory work to establish co-operatives. In 1951, under the direction of the higher Party committee, the mutual-aid team of Chuanti Village led by Kuo Yu-en was chosen to establish a co-operative on a trial basis. In 1952, ten villages where better foundation work had been done were selected by the various districts for experiment. The success of the experiment over two years set a good example for the peasants of the whole county. On the one hand, the Communist Party county committee organized the Party members, functionaries, and masses in all villages to visit the co-operatives. Through convening mass meetings to celebrate the co-operatives' rich harvests and the summing up of experience acquired in setting up co-operatives on a trial basis, it publicized on a large scale the superiority of the co-operatives. This educated the functionaries and masses and expanded the influence of the co-operatives among the peasants. At the same time, the county committee worked out practical plans to achieve co-operation in the county, the districts and the township within five years. It devoted attention to the improvement and growth of the mutual-aid teams and created conditions in organization, personnel and experience in leadership to establish co-operatives.

In expanding the co-operatives, the policy was adopted of making preparations along with progress and consolidation and of closely linking the improving and building of co-operatives. When the first experimental co-operative was set up in 1951, the county committee took responsibility itself under the direct leadership of the regional Party committee and established contact with the best mutual-aid teams in different districts. In setting up the ten experimental co-operatives in 1952, responsible comrades from the various district Party committees personally assumed leadership and established contact with more than 160 of the better mutual-

aid teams in nearby villages. In 1953, 110 co-operatives were set up throughout the county, more than 70 per cent of the township having co-operatives. Under the leadership of the township Party branches, broad contacts were made with the county's more than 1,700 mutual-aid teams. Three large-scale evaluations and exchanges of experience were done in the spring, summer and autumn every year. Each time 20,000 to 30,000 functionaries and rank-and-file members exchanged experiences. The training of personnel to establish co-operatives was held every winter and each time three to four thousand people received training. Lectures were given explaining the policy of the Communist Party and tested methods in building co-operatives were popularized. Thus, in the course of the movement, personnel was trained, worthwhile people were cultivated and the masses educated and elevated to a higher level while the whole movement advanced in the direction indicated by the Party. Rules were drawn up in more than 90 per cent of the county's co-operatives and co-operative members were taught to manage affairs in accordance with the co-operative regulations. The co-operative members said: "The country has its laws and the co-operative its regulations. Things are easily done according to co-operative regulations."

Secondly, the Party organization constantly strengthened the Party's concrete leadership over the co-operatives and improved the management and administration of the co-operatives to meet the requirements of their growth. With regard to management and administration, attention was chiefly paid to the following aspects:

(1) It is necessary to strengthen planned control of production and effectively see to it that "each person's ability is brought into full play and land and material resources are fully utilized." In the spring, all co-operatives worked out annual production plans based on the plans and requirements of the county and the township and local conditions as well as the characteristics of each co-operative. They also made

short-term field work arrangements for each season and each month. Thus, on the one hand, the co-operatives could carry on planned production and at the same time agricultural production was gradually brought into the framework of state planning as a whole. This provided a reliable guarantee for the completion of more than 90 per cent of the county's 1955 production tasks by relying on the co-operatives. In addition, the co-operatives have generally worked out three-year or five-year plans for the comprehensive development of agriculture, forestry, livestock raising and subsidiary production. In 1953, Yangchingti Village drew up a long-term 15-year plan. By the 15th year, the average income of each person is to reach 6,542 catties of grain and this has greatly inspired the confidence of the co-operative members to develop the mountainous area. After this advanced experience was popularized by the county committee of the Communist Party, more than 120 co-operatives in 32 townships in the county worked out comprehensive production plans with the townships as the unit and the co-operative as the foundation. Experience shows that this is a good method to strengthen leadership in production after co-operation is achieved.

(2) Attention must be paid to the organization of labour and to lightening the co-op members' enthusiasm for work. During the experimental period, there was confusion in the organization of the labour force and some co-operative members raised the criticism that "the co-operative is a beehive." Later on, the system of responsibility on a temporary basis, the year-round responsibility system and the responsibility system with guaranteed output were introduced step by step. Then the piece-work system and measures for the organization of production quotas and rewards for above-norm production were adopted. At present, with the exception of 29 co-operatives which still use the responsibility system on a seasonal basis, 290 of the county's co-operatives have adopted the year-round responsibility system, 48 co-

operatives the responsibility system with guaranteed output and eleven old co-operatives which have good foundations have adopted the measures of organization of labour quota. With the strengthening of the organization of labour in this way, labour efficiency in general has been raised by 15 to 20 per cent. Women's working potential has also been utilized. In the Hsikou and Tato Co-operatives women who engage in production account for more than 30 per cent of the total work-days of these co-operatives. Furthermore, the policy of "running a co-operative diligently and economically" was applied in financial affairs. Democratic management of financial work was strengthened and the financial system put on a sound basis. The leadership strengthened the training of book-keepers and established book-keepers' mutual-aid groups. Instructors' teams for the book-keepers were sent down from the county to make inspections and give assistance. The financial system used by more than 80 per cent of the co-operatives in the county is now on a sound basis.

Thirdly, the Party organization correctly carried out the policy of the Communist Party. Eighty-eight per cent of the peasant households in Pingshun County are in the co-operatives, including the bulk of the well-to-do middle peasants. The well-to-do middle peasants, having a spontaneous tendency towards capitalism, waver before the road of co-operation. They joined the co-operatives because they saw that the co-operatives could increase production and they themselves would have nothing to lose. For instance, many well-to-do middle peasants in Yangchingti Village were formerly reluctant to join the co-operatives, because they were afraid of suffering losses and losing their freedom of action. But when they saw that Liu Pa-kuang, a Communist Party member who had a large tract of land and good farm tools, in the first year that he joined the co-operative, got 600 catties more grain than when he was in the mutual-aid team, and when they realized that the policy of mutual benefit was carried out in the co-operatives on the questions of evaluating

land, the proportion for the distribution of labour power and land, the pooling of draught animals and farm tools and the pooling of fruit trees, thirteen such households joined the co-operatives at one time.

However, whether the policy of mutual benefit is correctly implemented in the co-operatives depends on whether the poor peasants predominate in leadership. In this county, altogether there are 3,915 leading co-operative functionaries, of which poor peasants and lower middle peasants make up 64 per cent. Relying on this core, the Party correctly executed the policy, carried out a constant struggle against the exclusion of poor peasants and infringement on the interests of the middle peasants, as well as all tendencies to take the capitalist road. This has firmly established the preponderance of the poor peasants in political and economic affairs and at the same time solidly united the middle peasants and rigidly restricted the tendency to take the road of the rich peasantry. Leaving aside a portion of the landlords and rich peasants who have not yet been absorbed into the co-operatives, those who have been taken in were treated according to varying conditions. All landlords and rich peasants who in general behaved themselves well after joining the co-operatives were allowed, if the leadership of the co-operative was strong and the political consciousness of the masses high, to remain in the co-operative to further their reform, but they were not allowed to assume leading posts. Those who did not behave themselves well after joining the co-operatives or those who engaged in sabotage were expelled from the co-operatives if their cases were not serious, or handed over to the government for punishment if their cases were serious. During the last two years, attention has been paid to purifying the co-operatives' membership. In the consolidation of all co-operatives in the county during the first half of 1955, a general class check-up was made and 538 ex-landlords and rich peasants were discovered in 227 co-operatives. In accordance with their behaviour, 260 persons



were kept in the co-operatives as members, 241 were kept in the co-operatives but were not accorded the title of member and 37 persons were expelled and handed over to the judicial authorities to be dealt with according to law. After this check-up, the class consciousness of the bulk of the functionaries and co-operative members was raised higher and their previous shallow thinking that "the landlords and rich peasants are easily led and are obedient" was overcome. They realized that many ex-landlords and rich peasants have "a sweet tongue and a vicious heart" and that at all times they must maintain sharp vigilance to prevent sabotage by counter-revolutionaries.

Fourthly, the Party organization satisfactorily undertook the building of the basic echelons of the Party, carried out in earnest the building and strengthening of the Party, and closely linked the work of building and strengthening the co-operatives with the building and strengthening of the Party. This provided a fundamental assurance that co-operation could be achieved. First of all, with the development of the co-operative movement, four large-scale check-ups of the Party were carried out during the past four years. Rightist ideas within the Party have been criticized in a concerted way and regular attention paid to the recruiting of new members into the Party. In the past few years more than 500 persons have been admitted into the Party while over 130 ideologically degenerated elements have been expelled. A regular Party course was organized and education on the Party's basic theories strengthened. In addition, an evaluation and appraisal of Party members has been carried out each season and a check-up on the work and behaviour of Party members in the co-operatives made in co-ordination with the check-up of the co-operatives. The good ones were cited and the bad ones criticized and disciplined. In educating Party members, the county Party committee paid great attention to summing up typical examples. In 1953, for instance, through discussions comparing Chuanti Village (an advanced

village in mutual aid and co-operation) with Kanhua Village (a backward village in mutual aid and co-operation), the various village Party branches came to realize deeply the importance of leading the peasants actively to take the road of co-operation. Through discussion on the ideology of Party member Kuo Wu-tse, the ideology and tendency towards capitalism existing among Party members was effectively exposed. The constant education given Party members on the fundamental theories of the Party and on the prospects for socialism has effectively overcome the inroads of capitalist ideology on the Party, steadily enhanced the fighting spirit of the Party branches and developed the positive, leading role of Party members. Many peasants say: "One village looks to another village, one household looks to another household while the masses look to the Party branch." It is self-evident that raising the fighting spirit of the Party branches plays an important part in promoting the co-operative movement.

Next, with the growth of co-operation and in accordance with the stipulations of the Party Constitution, Party branches were set up on the basis of production units. All 5,054 rural Party members in the county have joined mutual-aid or co-operative organizations. Of these, 91.3 per cent are in agricultural producers' co-operatives, 3.7 per cent in mutual-aid teams, 5 per cent working in supply and marketing co-operatives and credit co-operatives. On the basis of the production units, 75 general branches of the Party, 26 township branches and 275 sub-branches were set up. Small Party groups were established under the co-operative Party branches according to production teams or production brigades. This has strengthened the leadership of the Party over the co-operatives and enabled the political and ideological work of the Party to go deep into the various items of the co-operatives' work.

Fifthly, with the development of the co-operative movement, the county committee also improved its method of

leadership. (1) It paid attention to the setting up and leadership over the network of mutual-aid teams and co-operatives. Selecting the suitably located old co-operatives which had a comparatively strong core of functionaries and enjoyed prestige among the masses around as centre co-operatives, the county committee adopted the method of making old co-operatives lead forward new co-operatives, the co-operatives lead forward mutual-aid teams and the co-operatives and mutual-aid teams jointly lead forward individual peasants. It gathered the experience of the masses and solved problems on the spot and organized production emulation. In this way, the difficulty of a lack of leading functionaries and experienced leadership in the large-scale growth of the co-operatives was solved. At the same time, the ties between the co-operatives, the mutual-aid teams and the individual peasants were strengthened. This has provided conditions for the constant growth of the co-operatives. Problems of a common character in the network of mutual aid and co-operation were settled through meetings, and special problems were settled separately with the assistance of the Party organization. The spirit of "learn what is not known," "teach what you have learned" and "teach and learn from each other" was developed. This played a big part in consolidating and improving the mutual-aid and co-operative organizations. Many co-operatives and mutual-aid teams have made contract for co-operation and helped the individual peasants to solve their difficulties in labour power and materials. According to partial figures, in the spring of 1954 alone, the co-operatives helped individual peasants with 7,900 units of manpower and 23,000 units of animal power. The peasants call the co-operatives their "elder brothers." Experience shows that the network of mutual aid and co-operation is a good method of leadership drawing the leadership and the masses together. (2) The county committee paid attention to the cultivation of typical examples and adopted the method of giving directions according to different

categories. In accordance with the characteristics of the various districts and the working conditions, the five townships of Hsikou, Chuanti, Yangchingti, Huangya and Kechang were chosen to be led directly by the county committee. Each work process was tried out in these townships first to gain experience and lessons which were then used to advance the movement. At the same time, great attention was paid to the training of various kinds of typical people who could act as examples. During the past few years, many outstanding model peasants have emerged in the co-operative movement such as Li Shun-ta, Kuo Yu-en, Wu Hou-li and Shen Chi-lan. Large numbers of advanced people have also come forward in the supply and marketing co-operatives, the credit co-operatives, and among youth and women. Throughout the county, there are more than 500 models at and above the county level and over 2,000 outstanding people were awarded. These people constitute a large stratum of model peasants and active elements which has become a mighty force for the Party in carrying out the socialist transformation of agriculture. Our slogan is: "Models in every field of work, outstanding persons in every trade, examples everywhere and a core of leading personnel in every village." Considerable attention was paid to developing and citing active elements from the masses and their every skill and merit were encouraged and rewarded. Thus an atmosphere of striving to become models and win honour was created among the masses. (3) The county committee plunged into practical work to overcome bureaucracy. Every member of the county committee was personally in touch with a co-operative. He regularly went down to the fields to examine and discover problems and help the co-operative solve difficulties so that the county committee could be tempered and raised to a higher level in practical work. The county committee also paid attention to the investigation and study of typical examples. Since 1950, 19 investigations into classes, mutual aid

and co-operation, the production potential, the political ideology of all strata of the people, etc. have been carried out. These investigations have provided the county committee with a powerful basis for working out plans and giving guidance in work. They have played an important part in overcoming subjectivism and in correctly carrying out the Party's policy.

### III

The co-operative organizations had a new growth in the autumn of 1955 after Chairman Mao Tse-tung's directive on agricultural co-operation was relayed to the rural areas. Up to the present, peasant households in the co-operatives have reached 92 per cent of the total in this county. The agricultural co-operative movement in this county has gone through two of the three stages laid down by the Central Committee of the Communist Party. It has passed from the mutual-aid teams which are of a rudimentary socialist character to the agricultural producers' co-operatives of a semi-socialist character. It is now entering the third stage of advancing step by step, on the basis of the semi-socialist co-operatives, to fully socialist co-operatives. This is the new basic situation and task of the co-operative movement in Pingshun County. The county committee has worked out the preliminary plan for setting up fully socialist co-operatives on a trial basis in 1956 and 1957 and then for all co-operatives to advance to a higher level in groups. By 1960 the socialist transformation of agriculture is to be completed. In addition, according to the provisions of the county's economic plan, in about 15 years' time the average income of each person in this county will increase from the present 650 catties of grain (all kinds of income counted in terms of grain) to 3,433 catties, a more than five-fold increase. This is the target of struggle for the Party and all the people in Pingshun County.

This target undoubtedly is a clarion call to the mass of peasants. To achieve this fundamental task, we must see the new problems arising from the co-operation throughout the whole county:

1) Although the organization of the co-operatives has grown, the production potential has not yet been fully tapped to raise output further and, in general, the peasants' production level and standards of living have not universally reached the level of the well-off peasants.

2) The bulk of the functionaries lack sufficient awareness of the new situation in co-operation. Quite a few rural Party members have an extremely inadequate understanding of the new tasks of socialist transformation being carried out in the rural areas. A small number of Party members have begun to degenerate ideologically.

3) Socialist transformation of the small-scale farming is an arduous and long-term task. The peasants' joining co-operatives is only the beginning of this transformation. The struggle against the spontaneous tendency towards capitalism must be carried out constantly and unequivocally. Therefore, it is an important task to strengthen the political and ideological education of the peasants on a long-term basis. In 1955, 49 cases of counter-revolutionaries sabotaging the co-operatives occurred. This was an 88 per cent increase as compared with 1954. This shows that in a certain period, the more progress the socialist cause achieves, the more acute and complicated the class struggle becomes. The slightest complacency or carelessness is likely to result in heavy losses.

4) In the fields of administration and law, finance and economy, culture and education, public health and in the mass organizations, a conscious, all-round co-ordination of the various kinds of work is lacking.

5) The methods of leadership by the functionaries are not appropriate to the new situation of co-operation and in certain respects a conservative, one-sided, handicraft-type of

leadership still exists. The situation in which the Party, the government and the co-operative do not have a clear division of functions and duties is also very serious.

All these problems must be solved in the movement in the coming period.

In the light of the new situation, these are new tasks of the Party organizations of the entire county:

First, it is necessary to relay downward in the Party Chairman Mao's report on agricultural co-operation, raise the ideological leadership of the whole Party to a higher level, and enhance the Party's fighting spirit and confidence in victory, so that all Party members will understand the new situation and the Party's tasks following co-operation, overcome the serious situation in which the leadership lags behind the mass movement, overcome the blind optimism that is gaining ground among certain functionaries and Party members and fulfil the new strategic task of turning elementary co-operatives to advanced co-operatives. To achieve this, the following tasks must be undertaken satisfactorily:

- 1) To consolidate the Party. It is planned that a large-scale evaluation and examination of the co-operative movement will be held throughout this county in the winter of 1955. All Party branches will appraise their members through this examination. The county committee will provide short-term training courses for rural Party members in groups before and after the autumn harvest.

- 2) After the autumn harvest of 1955, a county-wide meeting of active elements to build socialism is to be convened to celebrate the victory in co-operation and to cite and reward such people.

- 3) About 3,500 people are to be trained in the winter of 1955 and the spring of 1956, to become backbone functionaries of the co-operatives in the county.

- 4) To strengthen the training of young people, and organize shock brigades. A meeting of model peasants is to be

convened in autumn to sum up and popularize advanced experience.

Next, it is necessary to improve the planning of production, publicize the experience of the comprehensive, long-term production plans of Yangchingti and Anyang Townships, and make great efforts to bring to light the production potential, consistently carry out the guiding principle of all-round development of production in the mountainous area, and work out the long-term 15-year plan for each township according to local conditions. In the field of agriculture, the average output of this county per *mou* is 228 catties of grain. That of the Chengkuan and other co-operatives has been raised to over 420 catties and that of the county state farm to 566 catties. If the production level of the whole county is raised to that of the Chengkuan Co-operative, the total output of grain in the county will be increased by some 50 million catties and the income of each person can be raised from the present 500 catties to 1,000 catties; if it is raised to the present level of the county state farm, the county's total output of grain will be increased by 100 million catties and each person's income can be increased to 1,500 catties.

In the field of forestry and livestock raising, if the conditions of the mountainous area are fully utilized to develop forestry and livestock raising on a large scale and to undertake satisfactorily the conservation of water and soil, income can also be increased, according to preliminary plans by the county, to five times the present level. This is the most fundamental way to develop the mountainous area and improve the life of people there. It is also the material foundation for the transition from co-operatives of a semi-socialist character to entirely socialist co-operatives. The mountainous area has very rich natural resources and conditions exist to exploit these resources. In addition, the state will provide economic and technical assistance. It is estimated that if the labour utility rate of each co-operative can come up to the standard of the Hsikou Co-operative, which means

that an average worker works 200 work-days a year, the whole county will have an extra of 2,414,400 work-days. If the women are fully mobilized to participate in production, considering each woman to earn 30 work-days per year, there will be an extra 637,500 work-days. This is quite a sizable figure, and is the basic force we can rely on for the development of the mountainous area.

## THE YITAO TOWNSHIP COMPREHENSIVE PLAN

(By the Co-operative Department of the Huaiyin Regional Committee, Chinese Communist Party, October 22, 1955)

*This township made a two-year plan to promote co-operation, increase production, improve irrigation, strengthen the Party and Youth League, and better cultural and educational work. Every township in China ought to do the same. If planning is as hard as some people say, how was this township able to do it?*

*In 1956 every county, district and township in the land should draw up comprehensive plans including even more items than the Yitao Township plan. For example, they should also cover subsidiary occupations, trade, finance, afforestation and public health. Even if they are a bit crude and not entirely practical, at least they will be better than no plans at all.*

*If a province can produce relatively presentable plans from one or two counties, one or two districts, and one or two townships, they can immediately be publicized and serve as models for the plans of other counties, districts and townships.*

*People talk a lot about the difficulty of planning, but actually it's not particularly hard.*

— EDITOR

## THE SITUATION

Yitao Township of Shuyang County, Kiangsu Province, is an old liberated area, where the Party organization was built up in 1941. There are now 122 Party members and 98 Youth

League members. Local government was formally set up there in 1943. In the whole township there are now five administrative villages and 18 natural villages comprising 829 families with a total population of 3,948. Of this number, 387 or 46.7 per cent are poor-peasant families; 134 or 16.14 per cent new lower middle-peasant families; 86 or 10.36 per cent new upper middle-peasant families; 47 or 5.66 per cent old lower middle-peasant families; 110 or 13.25 per cent old upper middle-peasant families; 39 or 4.7 per cent rich-peasant families; and 26 or 3.13 per cent ex-landlord families.

Of the males, 640 are counted as full manpower and 268 half manpower. Among the womenfolk, 572 are counted as full manpower and 344 half manpower. Land in the whole township covers 25,391 *mou*, an average of 6.43 *mou* per head. Each unit of manpower has to work on nearly 14 *mou* of land.

This township has more land than draught animals. The whole township has 362 oxen and 67 donkeys. Each draught animal has to plough an average of 70 *mou*. There are 99 big and 148 small farm carts, 384 ploughs (including 25 new-type walking ploughs and double-shared wheel ploughs in all), 195 rakes and 103 seeders. A tractor station was set up there in 1954 and the tractors ploughed 6,000 *mou*.

This township is located on a plain with many lakes. It is low-lying land which becomes flooded. The soil is silt, mostly soft earth. A smaller portion is white stiff earth. The soil is made up of very fertile alluvial deposits. But its composition is poor, because it is porous and easily water-logged or arid. Annual precipitation averages approximately 800 millimetres, but the rainfall is not evenly distributed. July and August rains account for more than 70 per cent of the whole year's. Generally, if no rain falls for about 40 days, drought results. If the rainfall exceeds 200 millimetres the area becomes water-logged.

Before 1952, this area was hit by river crests every year. After 1952, with completion of the dredging of the Yi River

and the turning of the course of the Liutang River, this problem was solved. However, as this township is situated in the lower reaches of the Chainan and Kutun Rivers, and there are no dikes along the canals to let out the water inland and no culverts in the lower reaches of the rivers, the water level rises during the rainy season and the spate overflows and is not easily drained. Consequently water-logging remains a serious problem.

During the ten years from 1945 to 1955, this township was stricken by floods every year, except 1952. Since there is much land and few people, the peasants ploughed very roughly. They were not in the habit of applying fertilizer to the land. Formerly, very few pigs were reared. The number is now gradually increasing. Statistics up to the summer of 1954 reported 210 pigs reared in the whole township, but the number grew to 812 in 1955.

The mutual-aid and co-operation movement in this township began in the spring of 1951. The growth of the movement year by year is as follows: In the spring of 1951, the whole township had four temporary mutual-aid teams. By autumn, an agricultural co-operative was spontaneously set up by the masses. Up to the spring of 1952 this co-operative remained the only one. There were 28 mutual-aid teams, of which four were long-term mutual-aid teams and 24 temporary mutual-aid teams. By the spring of 1953, there were three co-operatives comprising 28 families, and 36 mutual-aid teams of which 16 were long-term mutual-aid teams. The co-operatives numbered four by the spring of 1954 with 47 peasant families. In addition, there were 35 mutual-aid teams, including 15 long-term and 20 temporary mutual-aid teams. By that autumn, the number of co-operatives grew to eight with 202 peasant families or 26.5 per cent of the total number of peasant households. There were 53 mutual-aid teams in which 411 or 53.8 per cent of the peasant families participated. By the spring of 1955, there were 16 co-operatives having 464 peasant families or 60.7 per cent

of the total number of peasant households. There were 16 mutual-aid teams made up of 185 peasant families or 24.6 per cent of the total peasant households. Around the time of autumn planting in 1955, there were 13 co-operatives with 716 peasant families, representing 93.7 per cent of all the peasant families in the township that can be organized.

After the co-operatives were organized, they showed marked superiority in production. Take 1955 for instance: the average wheat yield per *mou* of the 16 co-operatives was 135 catties, an increase of 15 catties per *mou* compared with 1954. This averaged ten catties more than the yield of the mutual-aid teams, or 20 catties higher than that of individual peasants. The autumn crops were stricken by serious floods. Nevertheless, the average maize yield per *mou* was 115 catties, which was 20 catties higher than that of the mutual-aid teams or 55 catties above the yield of individual peasants.

The planting of summer crops covered a wide area. This, coupled with the good harvest of 1955, brought increased income to most of the co-operative members, although there was a decrease in output of the autumn crops. Take the Machangtang Co-operative for instance: 70 out of the 118 families in the co-operative had higher incomes. This is 60 per cent of all the peasant households in the co-operative. Two peasant families increased their income by more than 2,000 catties; 22 by more than 1,000 catties; and 30 by more than 500 catties. The rest had an average of 300 catties more. Twenty-two or 19 per cent of the peasant families in the co-operative had neither an increase nor a decrease. Twenty-six peasant families in the co-operative had lower incomes. Of this number, the income of two peasant families had decreased by more than 1,000 catties, 11 families had their income reduced by more than 500 catties and 13 families each received approximately 300 catties less. What accounted for the increased or decreased income? (1) Among the peasant families with increased incomes were some that lacked draught animals, farm tools and manpower before joining the co-

operative, and hence their ploughing was poor and not deep enough and the yield was small. But they have all raised their income since joining the co-operative. Take poor peasant Chin Hsueh-wu for instance: he lacked draught animals and farm tools before joining the co-operative. His ploughing and planting were not timely and he could only harvest something over 70 catties of wheat per *mou*. After he joined the co-operative in 1955, his income was 1,247 catties higher than in 1954. (2) Poor peasants or new middle peasants whose manpower is comparatively strong have increased their income. For instance, of the 46 new middle-peasant families in the co-operative, 30 families or 65 per cent have increased their income. In the family of Yang Yung-hsiang, a new middle peasant, five of its six members can work. In 1955, they received 4,911 catties of grain, 1,303 catties more than in 1954. (3) Those who looked after draught animals received more wages and so their income has also increased. Poor peasant Szu Wen-tao did not take care of any draught animals in 1954 and his income that year was 1,360 catties. He tended draught animals in 1955 and, during the wheat harvest, he received 2,139 catties.

Those who have less income may be divided as follows: (1) Those who had more wheat fields and a high yield in 1954. For instance, new middle peasant Liu Kuei-fu received 6,788 catties of wheat in 1954, but in 1955, he received only 5,564 catties, which was a decrease of 1,224 catties. (2) Lack of labour power, or not quite adequate manpower. For instance, the Chou Kuang-pi family consists of three persons with 25 *mou* of land. It had only one person who could work and he, moreover, was not strong enough. This family received 2,557 catties in 1954 and 1,992 catties in 1955, which was a decrease of 565 catties. (3) Reduced income for the functionaries of the co-operative as a result of delay in farm work. For instance, Chu Feng-lou, vice-chairman of the co-operative, received 3,500 catties in 1954 but only 2,992 catties in 1955, a decrease of 508 catties.

## ATTITUDE OF THE PEASANTS

Members of the original small co-operatives have all asked for amalgamation into the big co-operatives. Peasant families who have just applied for admission also wish to join big co-operatives. Thus the big co-operatives have been expanded. For example, the Machangtang Co-operative has been expanded from 118 peasant families in 1954 to 256 in 1955. The reasons are: (1) The big co-operatives have higher yields. For instance, the average output of wheat of the Machang big co-operative in 1955 was 139 catties per *mou*, which was 9 catties higher than the Hsu Hsueh-kao Co-operative, 40 catties higher than the Wang Chi-neng Co-operative, and 39 catties higher than the Changchuang Mutual-Aid Team. (2) It is generally believed that the big co-operatives are more profitably managed. (3) Good feeling towards the big co-operatives because of the contact established by peasants with the mutual-aid and co-operative network. (4) The capacity for leadership of the functionaries of small co-operatives is comparatively poor, and the peasants believe that the big co-operatives have better leadership and less problems. The head of the Wang Chi-neng Co-operative, for instance, has three times asked to join the big co-operative. (5) The peasants have no backbone staff to form a co-operative themselves. For instance, 24 peasant families in Changchuang wanted to organize a co-operative but, because there was no strong leading personnel, eight of them persisted in asking to join a big co-operative while the rest had no objection and so they had all joined the big co-operative. That being the case, the 16 old co-operatives of the whole township were merged into ten co-operatives in 1955, and only three new ones were established.

The following tables illustrate the attitudes of various strata of the peasantry towards agricultural co-operation.

(1) THE DIFFERENT ATTITUDES TOWARDS AGRICULTURAL CO-OPERATION OF THE  
248 PEASANT FAMILIES WHO ARE NEW CO-OPERATIVE MEMBERS

	Enthusiastic Elements	Middle Elements	Passive and Backward Elements	Inclined to Oppose the Co-op	Grand Total
Poor-Peasant Families	102 or 75.56%	23 or 20.74%	5 or 3.7%		135
New Middle-Peasant Families:					
Upper Middle Peasants	6 or 28.57%	12 or 57.14%	3 or 14.29%		21
Lower Middle Peasants	23 or 56.00%	13 or 32.00%	6 or 12.00%		50
Old Middle-Peasant Families:					
Upper Middle Peasants	4 or 13.35%	6 or 20.00%	16 or 53.34%	4 or 13.33%	30
Lower Middle Peasants	7 or 58.34%	4 or 33.32%	1 or 8.33%		12
Total	147 or 59.28%	66 or 26.61%	31 or 12.5%	4 or 1.61%	248



**(2) THE DIFFERENT ATTITUDES TOWARDS AGRICULTURAL CO-OPERATION OF  
48 FAMILIES OF INDIVIDUAL PEASANTS**

	Enthusiastic Elements	Middle Elements	Passive and Backward Elements	Inclined to Oppose the Co-op	Grand Total
Poor-Peasant Families		3 or 14.29%	15 or 71.42%	3 or 14.29%	21
New Middle-Peasant Families:					
Upper Middle Peasants	1 or 9.09%		1 or 9.07%	9 or 81.82%	11
Lower Middle Peasants			5 or 100%		5
Old Middle-Peasant Families:					
Upper Middle Peasants	1 or 20.00%		3 or 60%	1 or 20%	5
Lower Middle Peasants			6 or 100%		6
<b>Total</b>	2 or 4.17%	3 or 6.25%	30 or 62.5%	13 or 27.08%	48

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**Explanatory Notes:**

1. Although one new upper middle-peasant family is enthusiastic toward joining the co-operative, the head of the family (a woman) came from a landlord family, and so this upper middle-peasant family is not admitted to the co-operative for the time being.
2. Although one old upper middle-peasant family is enthusiastic toward joining the co-operative, the head of the family is under surveillance for political reasons and so the family is not admitted.
3. Of the 21 poor-peasant families, 5 are loafers, 15 have no labour power (some of them are leasing land to others) and they are reluctant to join the co-operative. The remaining one is under surveillance. They are therefore not admitted.

**(3) THE DIFFERENT ATTITUDES OF THE 255 PEASANT FAMILIES THAT ARE  
MEMBERS OF FOUR OLD CO-OPERATIVES**

	Enthusiastic Elements	Ordinary Elements	Passive and Backward Elements	Wavering Elements Bent on Finding Pretext to Walk Out	Grand Total
Poor-Peasant Families	112 or 82.35%	20 or 14.71%	4 or 2.94%		136
New Middle-Peasant Families:					
Upper Middle Peasants	20 or 50.00%	15 or 37.5%	3 or 7.5%	2 or 5.00%	40
Lower Middle Peasants	25 or 73.53%	6 or 17.65%	3 or 8.82%		34
Old Middle-Peasant Families:					
Upper Middle Peasants	7 or 25.00%	20 or 71.43%		1 or 3.57%	28
Lower Middle Peasants	12 or 70.59%	5 or 29.41%			17
<b>Total</b>	176 or 69.02%	66 or 25.83%	10 or 3.92%	3 or 1.18%	255

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As indicated by these tables given above, the attitudes of the peasant masses toward co-operation differ by virtue of their different economic conditions and productive forces. Poor peasants are short of draught animals and farm tools. They have difficulties in production and their life is not well off. Therefore, of the 387 poor-peasant families, 366 or 94.5 per cent have joined or have applied to join co-operatives. Of the 271 peasant families which have joined the co-operatives (new and old co-operatives), 214 families or 80 per cent were energetic in production and determined to make the co-operatives a success. For instance, poor peasant Chang Huai-pao dived into the water amidst heavy rain to make a breach during the campaign to drain the water-logged land. He thus saved 200 *mou* of maize from floods. He said: "I was poor all my life in the past. Land reform freed me to a great extent. Now thanks to the co-operative I have harvested more grain. I am determined to go ahead to socialism for complete emancipation." Of the 134 new lower middle-peasant families, 129 families or 96.2 per cent have joined or applied to join co-operatives. Of the 84 families that have joined co-operatives, 53 families or 63 per cent have worked energetically in production and want to make the co-operatives a success. For instance, Ko Shao-hsien, a new lower middle peasant, said: "The Communist Party emancipated me by giving me land. I cannot forget this. I will follow the advice of Chairman Mao Tse-tung to take the road to socialism." Out of the 47 old lower middle-peasant families, 41 families or 87 per cent have joined or applied to join co-operatives. Of the 29 peasant families already in the co-operatives, 19 families or 65 per cent are working actively and resolutely to make the co-operatives a success. Seventy-five families or 87 per cent of the 86 new upper middle peasants have joined or applied to join co-operatives. Twenty-six families or 42 per cent of the 61 peasant families already in co-operatives want to work actively to make the co-operatives a success. Of the 110 old upper middle-peasant families, 105 families or

95 per cent have joined or applied to join co-operatives. Out of the 58 such peasant families already in co-operatives, only 11 families or 19 per cent work energetically in an effort to make the co-operatives a success.

The attitude of upper middle peasants towards the co-operative is backward or even inclined to opposition. The chief reasons are as follows: (1) They have better economic conditions and have adequate draught animals and farm tools. They have no difficulties in production. For instance, old upper middle peasant Sun Teh-shun has a family of seven persons including himself with 40 *mou* of land. This family has four persons who can work (two men and two women), one farm cart, one plough, one rake, one ox and half ownership of a donkey. His land is near his dwelling and high. He said: "I am living a good life by working on my own. My land yields when others fail. I don't want to mix with them (meaning the poor peasants). I'll wait for two or three years." (2) They are reluctant to give up exploitation. For instance, Ko Tsung-kao, an old upper middle-peasant family consisting of six persons with 53 *mou* of land. It has two persons who can work (a man and a woman) and has adequate draught animals and farm tools. In the busy season, it regularly employs a farm labourer on a monthly basis. Sometimes, it employs temporary farmhands. When the co-operative was to be organized, he said: "I'll wait for two years." His son tried several times to persuade him to join the co-operative but he refused. Finally, after the cadres several times came to persuade him and they also asked his relatives to persuade him, he hesitantly joined the co-operative. Another instance is Tsao Teng-fu, an old upper middle peasant (the dependant of an armyman). His family consists of his wife and himself, two aged persons. He has 70 *mou* of land. Formerly he employed farmhands every year. As he had the privilege of having others till the land for him, he lent out more than 6,000 catties of grain every year at high interest (the rate of return is two for one). When the

co-operative was organized, he had to join because he is the representative of the families of army men in this township. But after he joined, he raised the demand that the co-operative be responsible for tilling 20 *mou* of his land as a privilege for the family of an army man and that all the incomes derived from it be given to him. Finally, he walked out of the co-operative on the pretext that the co-operative failed to give him special consideration. (3) There were certain upper middle peasants who believed that the yield of the co-operative was not as high as theirs as individual peasants and were afraid that their income would fall after joining the co-operative. For instance, old upper middle peasants Chou Yu-shan and Chou Kuan-ku of Taiping Village have land totalling more than 150 *mou* and three draught animals. Their output per *mou* was approximately 50 catties higher than other peasant families generally and they used to have surplus grain of over 3,000 catties every year. After the cadres came seven times to persuade them, they joined the co-operative with reluctance. They put forward as a condition to the co-operative that they sell a draught animal to buy a donkey for grinding. Facts show that it does no good to drag these upper middle peasants into the co-operative. For instance, Wu Ko-chun, a new upper middle peasant, reluctantly joined the Wu Ko-tsai Co-operative in 1954, but in less than a month he wanted to withdraw. During 1955, he made a lot of trouble by asking four times to withdraw. Finally, he said that he did not want the co-operative to till his land and threatened to cut off the legs of the ox of anyone who tilled his land. New upper middle peasants Wu Shu-chih and Tsao Teng-yang sold their two draught animals as soon as they joined the co-operative.

The reasons why poor peasants or lower middle peasants are unwilling to join a co-operative or fail to be active after joining are as follows: (1) Those who lack labour power fear they may not be able to earn enough work-points after joining the co-operative and thus their income would be

reduced. For instance, Chin Wei-kuei, a new lower middle peasant who has no family but 20 *mou* of land, was reluctant to join the co-operative. He said: "After joining the co-operative, I'll not be able to work as much as others and so I'll go hungry." (2) Certain loafers believe that after joining the co-operative they will have to work hard and will not be able to keep up with the others. (3) A small number of those who are widows or widowers but have relatives to depend upon are also reluctant to join the co-operative. For instance, Chung Huai-yu, a woman peasant who has only an 11-year-old son, has 18 *mou* of land. Relatives help her till the land. When the woman was persuaded to join the co-operative, she said: "If I join the co-operative no one will help me. I cannot earn the work-points myself. How can I support my son and myself?" (4) Those individuals doing small business are afraid that they cannot continue after joining a co-operative.

The above analysis shows that the attitudes of co-operative members are not identical. In particular, the well-to-do middle peasants have many apprehensions. Hereafter, it is necessary to carry out intensified socialist education among them. Different measures should be taken as regards different well-to-do middle peasants. Those who actively asked to take part in the co-operative should be kept. Those who vacillate or want to withdraw should be allowed to go.

#### ALL-ROUND TWO-YEAR PLANS

##### 1) Plans for agricultural co-operation.

(1) Since the autumn of 1955, the number of agricultural co-operatives has increased to thirteen. Peasant families in the co-operatives have reached 93.7 per cent of all the peasant families that can be organized. After the autumn harvest, these co-operatives can be checked over through the autumn planting work, so that in the main they can be consolidated.

(2) By the spring and summer of 1956, the consolidation of the existing co-operatives is to be the chief task. A systematic reorganization of the existing co-operatives will be carried out separately to lay the foundation for organizing the advanced co-operatives on a trial basis. By autumn, the big co-ops in Machang, on the basis of their existing membership of 256 peasant families, will be merged into three co-operatives and their membership expanded to 356 peasant families. The remaining six co-operatives will be merged into three big co-operatives. There will be four co-operatives in the whole township. Twenty of the individual peasant families will be drawn into the co-operatives so that the number of peasant families in the co-operatives will reach 736 or 96.3 per cent of all the peasant families that can be organized.

(3) The Machang big co-operatives will be changed over to advanced co-operatives in 1957. Good preparations are to be made to switch the remaining three big co-operatives to advanced co-operatives. By 1958 all the co-operatives are to become advanced co-operatives. In addition, ten individual peasant families will be drawn into the co-operatives. With the approval of higher authorities, 15 rich-peasant families will be drawn into the co-operatives.

2) Plans for agricultural output.

The total output of grain in 1956 is to reach 6,330,000 catties, an increase of 70 per cent over 1955. The total output of grain for 1957 is to be 6,900,000 catties, or 9 per cent more than that of 1956. In order to achieve these goals, apart from water conservancy projects, attention should be paid to the following four points:

(1) Expand the area of land ploughed by tractors. There are now 6,000 *mou* ploughed by tractors. This will be expanded to 10,000 *mou* by 1956 and to 15,000 *mou* by 1957.

(2) Expand the area on which several crops are grown a year. The existing area for summer planting of wheat takes up 70 per cent of the total farm land. This will be

expanded to 80 per cent by 1957. In the 4,000 *mou* of low land, 2,000 *mou* of paddy field will be added.

(3) Increase the amount of natural fertilizer. The foremost thing to do is to raise pigs. There are now 1,060 pigs, 20 per cent in pigsties. By 1957, 1,600 pigs should be raised, 60 per cent of them in pigsties. Forty basket-loads of pig manure are to be provided by each pig. Secondly, 64,000 basket-loads of green manure are to be prepared. Thirdly, each of the 429 oxen and donkeys should provide 160 basket-loads of manure, thus bringing the total to 68,600 basket-loads. This will yield seven basket-loads of natural fertilizer for each *mou* of land sown, a 75 per cent increase over 1955.

(4) Introduce close planting and improved strains.

3) Water conservancy plans.

The question of water conservancy will be dealt with in two separate stages. The first thing is to end water-logging, next to expand the irrigated areas. To eliminate water-logging, the water must be drained away within three days after rainfall reaches 200 millimetres as a result of three days of successive rain. It is planned to achieve this in the main within two years. The measures to be taken are as follows:

(1) One trunk canal will be dug in the winter of 1955 and the two existing trunk canals widened. These three trunk canals, together with the six branch canals and the dike to be built along the small Yang River, will involve 40,000 cubic metres of earth work for which 500 peasants will be required to complete them within forty days.

(2) Dikes will be built on the 14 other branch canals in the spring of 1956. Three roads (for driving tractors) will be built. A canal will be opened on both sides of the roads. This will involve a total of 50,000 cubic metres of earth work for which 500 peasants will be required to complete it within 50 days.

(3) In the winter of 1956 and during 1957, the dikes already built will be reinforced.

4) Plans to strengthen and build the Party and Youth League.

Out of the present 122 Party members, 92 are more active (including all 37 members of the Party branch committee), 16 are ordinary and 14 are backward. It is planned within two years to train ten of the Party branch committee members through various campaigns to become the backbone for the advanced co-operatives, train the 16 ordinary Party members to become more active, and strengthen education among nine backward Party members to raise their class consciousness gradually. One of the remaining five backward Party members used to hire farmhands and lend out money at high interests. He has shown no improvement after being admonished. It is proposed that he be expelled from the Party. The other four are housewives who have taken no part in Party activities for a long time. Efforts will be made for a certain period of time patiently to educate them. If they fail to change they will be asked to withdraw from the Party. It is planned to draw into the Party 20 of the 98 Youth League members and 186 activists who meet the standards; and 30 more are to be taken in in 1957.

There are now 98 Youth League members in the whole township. Some of them who are outstanding will be trained to become Party members. It is planned for 1956 to draw 30 young activists into the Youth League and 40 more in 1957.

5) Plans for culture and education.

It is planned to set up an adults' school in each co-operative by the winter of 1955. Two hundred functionaries of the co-operatives above production team leaders and 200 young people will be admitted into the schools. Among these, 130 now can do a little reading. They will be able to read one thousand characters by 1957 and 270 of them approximately 500 characters by that time.

6) The work of weeding out hidden counter-revolutionaries is now in progress throughout the township. Hereafter,

political-ideological education among the co-operative members must be constantly strengthened. The political vigilance of the masses must be raised to guard against enemy sabotage in order to ensure the successful completion of the socialist transformation of the whole township.

## THE EXPERIENCE OF A TOWNSHIP IN PLANNING CO-OPERATION

(By the Hsuehchang Regional Committee's Rural Work Department, Chinese Communist Party, in *Mutual Aid and Co-operation*, issue no. 15, September 4, 1955)

*This is another excellent article. It can serve as a reference everywhere. Especially noteworthy is the part dealing with organizing the higher elementary school and middle school graduates to take part in the work of the co-ops. All people who have had some education ought to be very happy to work in the countryside if they get the chance. In our vast rural areas there is plenty of room for them to develop their talents to the full.*

— EDITOR

### NEW SITUATION DEMANDS LEADERSHIP THAT KEEPS THE PACE

The township of Talichuang in the county of Chiahhsien, Honan Province, has 708 households with 3,240 people. It is composed of eight villages that have 7,705 *mou* of farm land. Among the villagers there are 33 Communist Party members, 83 Youth League members, seven non-Party functionaries of the township government, and 12 activists. There are now nine agricultural producers' co-operatives, comprising 276 or 38.9 per cent of all the households. Four villages have been collectivized. Two villages have set up four co-operatives, while co-operation does not exist in two other villages.

The first agricultural producers' co-op in the township was set up in the winter of 1953. The following winter eight more were added. Within the last two years, both the old and new co-operatives have proved what they can do for the productivity of agriculture. In the autumn of 1954, the older co-operatives achieved an average crop increase of 30 per cent per *mou*. In 1955 all the nine co-operatives had rich harvests of wheat, with an average of 145 catties per *mou*, more than ten per cent above the average of 130 catties which peasants outside the co-operatives gathered. The masses of peasants were powerfully attracted by the developing movement for agricultural co-operation and the increased yields it brought. Their thinking was in turmoil over the question as to whether they should join a co-operative, and when to do so. And so it came about that in the whole township there was a high tide of unprecedented enthusiasm among the peasants for taking the path of agricultural co-operation.

Statistics for five villages of the township showed that 126 households had not yet joined co-operatives, including 22 poor-peasant households, 76 new and 28 old middle-peasant households. Those eager to join numbered 108 households, or 85.6 per cent of the total; those ready to swim with the current numbered six households, or four per cent; those unwilling to join numbered 12, or 9.5 per cent.

The absence of timely and concrete Party leadership had created many new problems during the high tide in the movement for agricultural co-operation. First, there had been a tendency to draw in the better-off households and to exclude poor peasants. For instance, the mutual-aid team led by Wang Lao-hu admitted 16 more households, of which 13 were old and three were new middle peasants; but no poor peasants were taken in. In Talichuang Village, the mutual-aid team led by Chen Yuan-cheng and another led by Wu Pao-liang were on bad terms simply because both were struggling to draw in a well-to-do middle peasant. On the other hand, six poor-

peasant households were not admitted to co-operatives or even mutual-aid teams, although they were very eager to join.

Second, there had been a preference for more active peasants and literate people. In Talichuang Village, two mutual-aid teams vied with each other, trying to draw in the secretary of the Party branch. In Chiuchuang Village, an agricultural co-operative and a mutual-aid team tried to beat each other in enrolling a member of the people's council of the township and the secretary of the village administration.

Third, the struggle for being ahead in line. The mutual-aid team led by Huang Kuan was dissatisfied because it had been officially named Co-operative No. 9; its members considered it should have been called No. 2.

Fourth, former landlords, rich peasants and counter-revolutionaries were trying to win over the peasants. They organized mutual-aid teams and co-operatives that were such in name only. They became speculators—all in order to undermine the agricultural co-operation movement. For instance, the notorious bandit Chen Chiu, who has since been punished according to law, induced backward members to withdraw from the co-operative, then tried to pull them into a "co-operative" of his own. Former landlord Liang Lao-kuei persuaded six new co-operative members to withdraw, then got them to go into business with him, buying up and selling dried sweet potatoes and other rural produce.

In this state of affairs, the following facts were brought to light: First, the township was experiencing a new upsurge in the socialist revolution. Second, the class struggle had become more complicated and acute. Third, local Party leadership was lagging behind the developing situation and the demands of the masses.

#### LEADING THE WHOLE TOWNSHIP FOR COMPREHENSIVE PLANNING

To ensure the healthy development of agricultural co-operation, the Party branch of the township, acting under instruc-

tions from the county Party committee, at the end of June 1955 led the peasants of the entire township in drawing up a comprehensive plan.

1) The Party branch made clear to its members how the rural areas should develop in future and what the Party's fundamental task was in these areas. A concrete analysis was made of the situation and the characteristics of the tremendous development which agricultural co-operation was experiencing. This analysis was intended to enable the rank and file to understand that over-all planning was the principal method in systematically guiding the agricultural co-operation movement, overcoming the lag of the leadership behind the masses and carrying out comprehensively the Party's policy. Party members were helped to get an understanding that they must prepare themselves for long-term construction. There was criticism of the erroneous ideas held by some members like conservatism and reluctance in developing agricultural co-operation—a feeling which arose from fears that too many co-operatives would lead to confusion, trouble and difficulty.

At the same time, the policies to be followed towards the various classes were explained; and the incorrect viewpoints and practices of certain members—such as departmentalism, reluctance to rely on the poor peasants, struggles for more active peasants and better-off households, and unprincipled disputes—were examined and criticized. When the ideological level of the Party members had thus been raised, the villages of the township were classified into three categories, according to the amount of mutual aid and co-operation that existed in each and to the prevailing natural and economic conditions. First came the four villages Panchuang, Hsin-chuang, Chiuchuang and Kouchuan that were practically collectivized. Their five co-operatives comprised 177 of the total of 250 households. There remained 57 households outside the co-operatives, exclusive of 16 households of ex-landlords and rich peasants. Because people lived far apart, it was not advisable to set up any new co-operatives in these villages.

Therefore, it was decided to expand the existing co-operatives by admitting new members. Second came the two villages of Tali and Wutang which had four co-operatives embracing 99 of the villages' 269 households, while 170 peasant households remained still outside. Here the decision was to give priority to the setting up of new co-operatives while also expanding existing ones. Third and last came the two villages of Yangchaochuang and Yangchuang with 289 households which had no co-operatives as yet and where efforts had to be directed towards setting up some.

Once the line of action was laid down, thorough examination of specific conditions followed. After considering the experience of mutual aid and co-operation in the different villages, the distribution of the more active peasants, the thinking of the masses, their economic conditions and so forth, the following problems then received careful attention: How many co-operatives should be planned in setting up the framework, where should they be located, and which mutual-aid teams should serve as their backbone? How many households should be the initial members of each co-operative? Which of the old co-operatives should be expanded and by how many households? How many more mutual-aid teams should be organized? Which among the more active elements and peasants should join the new, and which the old, co-operatives? Which activists and peasants should form the new mutual-aid teams? Who should be together in the same co-operative or mutual-aid team? Which mutual-aid teams were to be reorganized into co-operatives in 1955 and which in 1956?

A preliminary programme was drawn up at the same time, based on the following concrete items:

(1) Line-up of mutual-aid teams. Of the 23 teams in the township, seven qualified for the immediate change-over to a co-operative and 16 would qualify at a later date.

(2) Analysis of the more active elements. There were still 58 of the more active elements outside the co-operatives.

Eight of them were Party members, 36 were Youth League members, four were non-Party activists, five worked in the government of the township, and five were competent leaders of mutual-aid teams. These people were examined one by one with regard to their political consciousness, impartiality in handling public matters, and exemplary role in production. Then, with due consideration for where they lived and the situation of the mutual-aid teams in which they worked, they were assigned among the seven new co-operatives and the new mutual-aid teams (without, however, involving too big a change). It was found that, among the poor and middle peasants of the township, there were seven young people with secondary school education and 25 who had finished primary school. In order to solve the shortage of book-keepers and work-day tallymen, two of the secondary school students were assigned to older co-operatives, and the rest were assigned to the seven new co-operatives planned.

(3) Class differentiation. There were 708 households in the township. Of these, 49 were ex-landlord and rich-peasant households that were excluded from co-op membership. Those that had joined co-operatives included 63 middle-peasant households, or 41.7 per cent of all the 151 middle-peasant households; and 213 poor-peasant households, or 41.9 per cent of all the 508 poor-peasant households. There were still 383 poor and middle-peasant households that had not joined co-operative farming. In the new co-operatives planned, the ratio between poor and middle peasants to be drawn in was readjusted according to their ratio outside the co-ops.

(4) Ideological examination. It was shown that, apart from the 276 households in the township which had already joined co-operatives, 272 others had given the matter careful thought and were ready to join, 59 wanted to join in 1956 only, 16 were not in favour of co-operative farming and therefore did not want to join.



(5) Line-up of hostile elements. In the township there were 20 ex-landlord households, or 2.8 per cent of the total; and 29 rich-peasant households, or four per cent of the total. Besides, there were 13 households with members who had been *pao* chiefs<sup>1</sup> in Kuomintang days, one family had a member who formerly was the Kuomintang chief of a small town, six families comprised ringleaders of secret societies, two were those of people placed under public surveillance, and 14 contained incorrigible bandits or evil-doers. These made up five per cent of all the households.

When the results of the investigations and conditions in the three different types of villages were known, it was decided to expand eight of the older co-operatives by 57 households, and to set up seven new co-operatives with a total of 215 households in the winter of 1955. This would bring the number of households in co-operatives up to 548, or 77.4 per cent of the total. In 1956, 59 more households were to be admitted and the number of households in co-operatives brought up to 85.7 per cent of all the villages' households.

2) The comprehensive programme was revised in accordance with the Party's policy towards the various rural classes and the principles of voluntariness and mutual benefit. And, by strictly adhering to the method of leadership linked with the masses, the masses were mobilized to discuss the programme. To adapt the programme to the demands of the masses, it is essential to define the number and quality of co-operatives, the distribution of the more active elements, who should join which co-operative, time for the change-over to a co-operative, and the proportion between poor and middle peasants in co-operative membership. After the Party branch had worked out the draft programme, it was brought up for discussion and revision at an enlarged meeting of the branch, a meeting of cadres in the township, the people's representative conference of the township, and at

<sup>1</sup>See note on p. 338.

mass meetings. The programme went into all the details of enumerating the villages, the mutual-aid teams and households in them. In accordance with public opinion, the following decisions were made:

(1) Number of co-operatives to be set up. Based on the peasants' experience in mutual aid, the distribution of year-round mutual-aid teams and the demands of the peasants, it was possible to set up seven new co-operatives.

(2) Assignment of cadres. Since the Party branch had handled this matter very sensibly, neither the cadres nor the peasants raised any objections. Only the secretary of the Youth League branch was transferred from another mutual-aid team to Wang Lao-hu's team which had had poor leadership.

(3) Deciding which co-operative to join. On the basis of the principle of voluntary participation and the draft programme worked out by the Party branch, the peasants announced which co-operative they wanted to join after they had had discussions with the cadres and among themselves. For instance, Liang Fu-hai's mutual-aid team was to join Co-operative No. 4 according to the original plan of the Party branch. But after some discussion the team members decided instead to join the new co-operative to be set up on the basis of Wang Lao-hu's mutual-aid team. Individual households outside mutual-aid teams also decided on their own which of the planned new co-operatives they wanted to join.

(4) Ratio in membership from the various social strata. The ratio of poor and middle peasants in the new co-operatives to be set up was generally fixed at what the Party branch counselled it should be.

(5) Time for the change-over to co-operatives. All the members of mutual-aid teams that were the framework for the seven new co-operatives to be set up agreed this event should take place in the winter of 1955. There were

59 households, however, that decided to join the co-operative only in 1956.

(6) Qualifications for the change-over from mutual-aid teams to co-operatives. Those peasants who wanted to change over were to set up the framework for a co-operative in accordance with the Party programme. The successes of their mutual-aid teams in agricultural production would be the yardstick by which to measure their qualifications for the change-over.

Practice proved that deciding on these six things involved a process of painstaking ideological education and tactful organizational work. Special care had to be taken to explain thoroughly and widely the policy to be followed in agricultural co-operation and the superiority of agricultural producers' co-operatives. Those who formed the backbone of the co-operative movement should be relied upon to go among the peasants and encourage the more backward of them in the direction of co-operative farming. Once the socialist consciousness of the masses had been raised to a higher level, their strength should be given full rein and they should be allowed to join whichever co-operative or mutual-aid team they chose. Steps should be taken to prevent the forced establishment of mutual-aid teams or co-operatives or anything else that went against the voluntary principle. Only by so doing could the programme proposed by the Party branch win the conscious and voluntary support of the masses and rest on a solid foundation.

3) With agricultural co-operation as the centre, efforts had to be made to work out a successful, comprehensive production plan, so as to arouse the peasants' enthusiasm simultaneously for mutual aid and co-operation as well as agricultural production. A programme for agricultural co-operation providing the basis, the masses in the township of Talichuang were mobilized to find the key to increased output. A three-year production plan—to be completed in 1957—was mapped out, mainly for the older co-operatives.

The plan's provisions are:

(1) Irrigation facilities. Fifty water-wheels and 100 wells are to be added to the existing 83 water-wheels and 200 wells, to enlarge the irrigated area by 3,000 *mou*.

(2) Improvement of farm tools. To the existing 26 ploughs with eight-inch shares, three cultivators and three sprayers, there are to be added 16 double-shared ploughs, 10 improved ploughs, three cultivators and two sprayers.

(3) Livestock. Nine Mongolian horses are to be bought; the villagers are to raise young draught animals—50 head in all.

(4) Soil improvement. Co-operative No. 1 is to experiment with soil improvement on 100 *mou* in the winter of 1955; by 1957 the area with improved soil is to be ten times larger.

(5) Afforestation. To strengthen the dikes, 200 *mou* of land are to be afforested.

(6) Manure supply. To add to the sources of manure, 300 pigsties and 200 outhouses are to be built.

(7) Domestic animals. More domestic animals—pigs, chickens and ducks—are to be raised.

Through these measures the township expects to increase the output of food crops ten per cent annually.

#### COMPREHENSIVE PROGRAMME BRINGS THREEFOLD SATISFACTION

The comprehensive programme has brought about the following salutary changes in the township:

1) The Party branch worked according to plan; the peasants knew where they were going and showed greater enthusiasm both for mutual aid and co-operation and for increased production. The four new co-operatives reorganized the production brigades and groups in accordance with the programme, and two other co-operatives adopted the method

of democratic assessment in deciding the amount of work done by their members and the system of fixed responsibility.

2) The practice of excluding poor peasants from co-operative membership was corrected. All poor peasants who had been refused admission now joined. They were very satisfied with the programme for "having solved their troubles."

3) The more active elements were shown clearly what their duties were and their confidence was thereby increased. After the programme was laid down, all cadres expressed their determination to make a go of the co-operatives and to lead the peasants on to the road of socialism.

4) There were no more backward villages. Even Yangchaochuang Village, the most backward of all, was enthusiastically setting up the framework for a co-operative and had promised the Party branch to make it a success, in the effort of becoming an advanced village.

5) After due investigation, the ex-landlord Huang Ying-tsai was put under public surveillance, and the incorrigible bandit Chen Chiu was punished according to law. The attempt of counter-revolutionaries to organize bogus co-operatives was frustrated. The hostile elements had been further isolated. Agricultural co-operation had consolidated its positions. Said Huang Hei-han, the head of the township: "Our programme has brought threefold satisfaction — to the activists, to the poor peasants and to the middle peasants."

Now the peasants of the whole township are busying themselves with agricultural production, the co-operatives setting the pace. The mutual-aid teams are making preparations for the change-over to co-operatives in the winter.

## A CO-OP'S THREE-YEAR PRODUCTION PLAN

(By the Pankiang Work Team of Kweiting County Committee, Chinese Communist Party, October 7, 1955)

*This is a good article which everyone ought to read. All co-ops should use it as a reference in long-range planning. The writer is absolutely correct when he says: "The entire process of drawing up a plan of production is a struggle between advanced and conservative thinking." Conservatism seems to be making trouble everywhere now. To overcome it and allow production and the forces of production to take a big step forward, every locality and every co-op should make its own long-range plan.*

— EDITOR

The Pingpao Agricultural Producers' Co-operative of Pankiang Township in Kweiting County, Kweichow Province, was established in the spring of 1954. After expansion, it now consists of 50 peasant households, totalling 250 people having 129 units of labour power. It has 2,200 *tiao* (a *tiao* is generally one-fourth, in some areas one-fifth, of a *mou* — Tr.) of paddy field and 193 *mou* of non-irrigated land and a fair number of draught animals and farm implements. In the two years since the establishment of the co-operative, production has increased, its food crops being 28 per cent more than the harvests in an ordinary year. In 1955, every person is expected to receive 523 catties of grain and 35 yuan in cash from agricultural production and side occupations.

But at the beginning of spring cultivation in 1955 some new questions emerged. The main one was that the increase in production lagged behind the growth of the co-operative. As a result of the co-operative's single, centralized management of land, less labour power was needed than when the peasants worked separately on their own small plots. The use of labour power was also centralized. The application of the principle "to each according to his work" raised work enthusiasm. Many women and those who had only half a unit of labour power also joined in production. In addition, the co-operative had too much labour power in proportion to land (at present, there are only 17 *tiao* of paddy field and 1.5 *mou* of non-irrigated land to every unit of labour power, though generally a unit of labour power can work 30 *tiao* of paddy field and 2 *mou* of non-irrigated land). As a result, a large amount of labour power is idle. If each of the 129 units of labour power in the co-operative works 240 work-days (eight months) a year, the co-operative has 30,960 work-days a year. But in 1955, the year in which the greatest number of work-days was used by the co-operative for agricultural production, only 22,000 work-days were used, making 8,960 superfluous. Therefore, in 1955, some co-operative members on their own initiative tried to find some other work for themselves. Four of the co-operative's households opened up waste land and planted it to tobacco. One member alone, Li Chung-wu (a well-to-do middle peasant), planted 1,300 tobacco plants. Some others undertook capitalist occupations outside the co-operative. Those having handicraft skills wanted to work elsewhere and did not want to do farming which they considered would limit their future. In distributing work, there were frequent cases of discrimination against the aged, the weak and women.

All this fully shows that with the growth of the co-operative, the scope of production must be extended to include new fields of work. Only by doing so can the needs of the co-operative be met, the demands of its members to develop

production satisfied, living standards raised and the co-operative consolidated. In these circumstances the township Party branch called a meeting of all its members to discuss over-all planning of production in the township and draw up a three-year plan. Questions about developing the potential, finding the "tricks" and improving farming techniques were discussed. After returning to the co-operative, the Party members, taking into consideration the actual conditions of the co-operative, convened meetings of the co-operative's personnel and members. A three-year plan for agricultural production and construction was worked out for the co-operative after full preparation and discussion.

The first obstacle encountered in urging the co-op members to find ways to increase production and draw up plans was the idea that "production has reached its maximum." Some people said: "Every year you want us to find tricks and tap the potential. Where are so many tricks to be found?" One member, Hsu Shang-hui, said: "It's like adding oil to fat. It's utterly impossible!" Some members were not sufficiently clear about the significance and aim of planning and therefore adopted an indifferent attitude. Some of them declared: "We have to do farm work, plan or no plan. Long-term planning means nothing if we cannot carry it out. It's better to speak about what we are doing and plan how to do it." Some of the personnel thought that plans were made just because the higher authorities wanted them. One co-op functionary, Lo Chao-hsiang, said: "Let's get some of our personnel together and have a discussion and report the results to the higher-ups. That's enough." When the plan was being made, some functionaries had a tendency to blindly fix targets higher than possible under the conditions in an effort to make the co-operative a "model." Some of the aged were afraid lest too much work would impair their health. They regarded diversified production as "consuming too much time, yielding little profit, putting things off without immediate return." One co-op member, Lo Lin-chang, said:

"We peasants live in the present. We are not so interested in things that take several years to yield anything." These were all obstacles to drawing up a correct plan. Bearing in mind these views held by co-operative members, the Party branch convened timely meetings of co-operative personnel and members to make the personnel and then all the co-operative members understand the aim and significance of planning, the connection between agricultural production and socialist industrialization of the country, the significance of strengthening the worker-peasant alliance and observing the state plan. This was intended to raise the socialist consciousness of the members and rectify their erroneous attitude toward planning. On this basis, the Party branch made the co-operative members cognizant of these facts:

1) Surplus labour power: The co-operative has 129 units of labour power, which, on the basis of 240 work-days (eight months) for a unit of labour power a year, can be counted as 30,960 work-days. In 1955, the busiest year, only 22,000 work-days were used. The remaining 8,900 work-days were superfluous. If every work-day were paid half a yuan, these unused work-days would worth 4,480 yuan. This figure helped the co-operative members understand the importance of increasing the types of work to provide an outlet for the surplus labour power. At the same time, it refuted the idea that "increased work with insufficient labour power may mean an increase in working hours." A co-operative member, Lo Hsien-mo, said: "We are really groping in the dark. The figures show that much labour power was not used. Some planning is really needed to find an outlet for it."

2) Summing up the benefits of popularizing new-type farm tools and improving farming techniques and ascertaining ways to increase production: In 1954, the co-operative widely used the methods of close planting and direct planting in paddy fields. The result was that one hundred catties more were harvested on each *mou* than before. The method of close planting wheat increased the output per *mou* by 150

catties. This showed that improved technique is one key to increased production. The increase in the acreage cropped more than once a year is another key to greater output. Such land now only takes up 60 per cent of the cultivated area of the co-operative. Still bigger potentialities remain untapped. These facts give the lie to the idea that "production has reached its maximum."

3) Developing a diversified economy, taking into account the conditions of the hills and finding new spheres of work: The co-operative first summed up the experience of the peasant households planting tung-trees on scattered plots. Three years after the trees were planted, each tree on the average yielded five litres of tung-oil seeds. The co-operative has two uncultivated hill slopes. They can be planted to 10,000 tung-trees that would yield five hundred *tan* (a *tan* equals 50 kilogrammes) of tung-oil seeds in three years. In addition, the co-operative has two hill slopes planted to tea-oil trees which need only fifty work-days for some weeding and cultivation and would produce ten piculs of tea-oil seeds. These both conform to the needs of the state and can increase the income of co-operative members. It is clear that there is no lack of ways to increase production.

After a detailed study of these facts, the co-operative members have become more enthusiastic in looking for tricks that promise higher output. Members of the co-operative examined and discussed the question and finally came to the unanimous decision to raise the yield by deep ploughing and intensive cultivation, improving farming skills, accumulation and use of more fertilizer, using better seeds and increasing the number of crops harvested annually. Moreover, the co-operative will open up new spheres of work, such as expanding the area under cultivation by reclamation, conservation of soil and water, building small irrigation projects, turning unirrigated land into irrigated land and turning non-irrigated land into paddy field. A diversified economy will be developed on this basis and in accordance with the existing con-

ditions. This will include the development of animal husbandry, fisheries and tree planting.

The enthusiasm of co-operative members for increasing production rose constantly after considerable potential was brought to light by the functionaries under the guidance of the secretary of the Party branch, Yang Chun-hsi, who took the lead in finding 115 *tiao* of reclaimable waste land and 131 *tiao* of non-irrigated land that can be turned into paddy fields. Some members suggested digging ponds to breed fish. Others put forward rationalization proposals in connection with the use of better seed and increasing the acreage cropped more than once a year. A long-term plan for agricultural production and construction for 1956-1958 was worked out in ten days. The co-operative members' view was characterized by these words: "The plan shows the basis for our production and its future."

Following are the contents of the plan:

1) Capital construction and diversified economy. This includes mainly expanding arable land by reclamation, increasing the number of crops harvested annually, conserving soil and water, building irrigation projects, extending the acreage of paddy field and increasing livestock, aquatic products and trees. The aim is to find an outlet for the surplus labour power by increasing the spheres and scope of production.

(1) Capital construction:

(A) Expansion of arable land by reclamation. The three-year plan envisages the opening up of 115 *tiao* of paddy field and 95 *mou* of non-irrigated land. Of this total, 30 *tiao* of paddy field and 20 *mou* of non-irrigated land will be opened up in 1956; 50 *tiao* of paddy field and 35 *mou* of non-irrigated land in 1957; and 35 *tiao* of paddy field and 40 *mou* of non-irrigated land in 1958. All this promises an increase of 15,300 catties of grain.

(B) Turning non-irrigated land into paddy field. The three-year plan target is 131 *tiao* of paddy field. The breakdown figures are: 31 *tiao* in 1956; 50 *tiao* in 1957; and 50

*tiao* in 1958. Thus, an increase of 11,790 catties of grain is to be expected.

(C) Turning hill slopes into terraced fields and conserving soil and water. Twenty-five *mou* of terraced fields will be built in three years: five *mou* in 1956, ten *mou* in 1957 and ten *mou* in 1958, which will increase the income by 2,000 catties of grain.

(D) Breaking up of baulks to increase the acreage of cultivated land. The co-operative has 30 baulks that can and will be ploughed in 1956. This will increase the acreage of paddy field by 20 *tiao* and the income by 1,800 catties of grain.

(E) Increasing the number of crops harvested annually and expanding the acreage of spring crops. The plan stipulates that by 1958, 80 per cent of the paddy fields and 88 per cent of the non-irrigated land will be cropped more than once a year. The plans for each year are: 70 per cent of the paddy fields and 80 per cent of the non-irrigated land in 1956; 75 per cent of the paddy fields and 88 per cent of the non-irrigated land in 1957; 80 per cent of the paddy fields in 1958. An increase of 11,000 catties of wheat and 4,000 catties of rape will result.

(F) Building irrigation projects to increase the paddy fields. An irrigation ditch will be enlarged and a new water-wheel made in 1956. A pond will be dug and a new water-wheel made in 1957. One hundred and thirty-one *tiao* of paddy fields will be opened up from non-irrigated land, and 34 more *tiao* from unirrigated land.

(G) Miscellaneous. Two ox-carts will be made in 1956. Ten barns will be built in 1957. A pigsty for each household to increase fertilizer.

(2) Diversified economy:

(A) Livestock raising. The co-operative now has 34 head of cattle and 18 calves. The increase in the head of cattle, according to the plan, is ten in 1956, five in 1957 and ten in 1958. Two buffaloes and a bull will be reared for prop-

agation. Pigs will be raised by the members themselves. The plan is for two pigs for each household (totalling 100 pigs) in 1956; two and a half, on the average, for each household (totalling 125 pigs) in 1957; and three each (totalling 150 pigs) in 1958. Chickens and ducks will also be raised by the members. The plan is for one duck or chicken per person (totalling 250) in 1956; one and a half (totalling 375) in 1957; and two each (totalling 500) in 1958.

(B) Fisheries. Fish will be raised mainly in ponds and paddy fields. The three-year plan provides for three fish-ponds to be dug and 90 *tiao* of paddy fields to be used to breed fish. In 1956, one fish-pond will be dug, another pond repaired and a smaller one enlarged. In 1957, fish will be raised in eight paddy fields that total 90 *tiao* in area. Two thousand catties of fish will be produced annually, averaging 40 catties for each household.

(C) Tree planting. (a) The work of planting trees will be entrusted to the members. The target is for each household to plant one tree in 1956, two in 1957 and three in 1958. (b) Tung-trees will be planted by the co-operative. According to the plan, 5,000 tung-trees will be planted in 1956, 3,000 in 1957 and 2,000 in 1958, totalling 10,000. (c) Tea-oil trees. Fifty work-days will be used in 1956 to weed and cultivate the two hill slopes planted to 1,000 tea-oil trees.

2) Improving agricultural technique. On the basis of the experience in 1954, the co-operative will take such measures to raise agricultural production as popularizing new-type farm tools, using better seeds and more fertilizer and improving farming skills.

(1) Popularizing new-type farm tools. The co-operative now has six improved ploughs and two threshers. It plans to add 30 new-type farm tools in three years. Of this number, seven will be added in 1956, 14 in 1957 and nine in 1958. Then the co-operative will have a total of 38 such tools that can work 70 per cent of its land.

(2) Use of more fertilizer. At present, for every *tiao* of paddy field only 1,000 catties of fertilizer is used (for both spring and autumn crops). The plan is that for every *tiao* of paddy field, 1,200 catties of fertilizer will be used in 1956, 1,300 in 1957 and 1,350 in 1958. Now fertilizer is applied to only 25 per cent of the dry land. The percentage, according to the plan, will be increased to 30 in 1956, 35 in 1957 and 40 in 1958.

(3) Popularizing better seeds. According to the plan, improved varieties for rice, wheat, barley, rape, maize, potato, tobacco and millet will be planted on 80 per cent of the land in 1956 and 100 per cent of the land in 1957.

(4) Improving farming methods. 1. Close planting of paddy (7-8 inches between rows) is now used on 75 per cent of the fields. The percentage will reach 90 in 1956, according to the plan. 2. Direct planting of paddy. Experiments were made in 1955 on 12 *tiao* of paddy field. The co-operative plans to use this method on five per cent of all paddy fields in 1956, 20 per cent in 1957 and 25 per cent in 1958. 3. Inter-row close planting of wheat. The three-year plan envisages that this method will be applied to 80 per cent of the fields and 80 per cent of the non-irrigated land in 1956, 90 per cent of the fields in 1957 and 100 per cent in 1958. 4. Close-and-even-planting of rape: to reach 10 per cent in 1956, 30 per cent in 1957 and 50 per cent in 1958. 5. Other methods, like the selection of seeds by the muddy water and salt water methods, new arrangements for seed beds, etc., which were already carried out in 1955, will continue being used.

3) Targets for increased output:

(1) Food crops (all in terms of grain). According to the plan, the output of food crops in 1956 will be 243,359 catties, that is, 34,549 catties or 16.5 per cent more than in the previous year. The increase will be the result of reclaiming land (2,700 catties), turning non-irrigated land into paddy field (2,790 catties), planting potatoes (7,500 catties),

increasing the number of crops harvested annually (7,240 catties), turning up baulks (1,800 catties) and adopting other technical measures (12,519 catties). In 1957, food crop output will be 273,239 catties, that is, 29,880 catties or 10.2 per cent more than in 1956. Of this increase, 4,500 catties will come from reclamation; 4,500 catties from turning non-irrigated land into paddy field; 1,000 catties from building terraced fields; 2,580 catties from the increased number of crops harvested annually; 5,000 catties from planting potatoes; and 12,300 catties from the adoption of general technical measures. In 1958, 301,505 catties of food crops, that is, 28,266 catties or 10.3 per cent more than in 1957, will be harvested. Of the increase, 3,150 catties will come from reclamation; 4,500 catties from turning non-irrigated land into paddy fields; 1,000 catties from building terraced fields; 1,000 catties from the increased number of crops harvested annually; 5,000 catties from planting potatoes; and 13,616 catties from the adoption of other technical measures.

(2) Industrial crops. 1. Tobacco: to be planted on 125 *mou* in 1956, which are expected to yield 17,500 catties (worth 5,250 yuan), averaging 140 catties a *mou*; 150 *mou* in 1957, which are expected to yield 28,000 catties (worth 8,400 yuan), averaging 186 catties a *mou*; 185 *mou* in 1958, which are expected to yield 33,300 catties (worth 9,900 yuan), averaging 180 catties a *mou*. 2. Rape: to be planted on 900 *tiao* of land in 1956, which will produce 15,000 catties of rape, that is, 3,000 catties or 25 per cent more than in 1955; 1,000 *tiao* of land in 1957, which will produce 16,200 catties, that is, 1,200 catties or 8 per cent more than in 1956; 1,050 *tiao* of land in 1958, which will produce 18,700 catties, that is, 2,500 catties or 15 per cent more than in 1957.

Finally, an account of the use of labour power is taken. The co-operative has 129 units of labour power which, on the basis of one unit of labour power working 240 work-days

(eight months) a year, can provide 92,880 work-days in three years. At present, 22,000 work-days are used a year, or 66,000 work-days in three years. This plus the work-days needed for the new spheres of work — 575 work-days for reclamation, 655 work-days for turning non-irrigated land into paddy fields, 250 work-days for building terraced fields, 60 work-days for eliminating baulks, 500 work-days for using the method of direct planting, 10,000 work-days for planting tobacco, 500 work-days for planting tung-trees and 7,900 work-days for other work — will be 86,440 work-days in three years. The remaining 6,440 work-days are not included in the plan. This shows that there will be enough labour power to ensure that the plan is carried out.

(3) Fulfilment of the plan will raise the living standards of the co-operative members considerably and contribute to the national economy.

In 1956, the income from agricultural produce and subsidiary occupations, after planned purchase by the state, will ensure that every member obtains 694 catties of grain and 45 yuan. In 1957, every member will get 830 catties of grain and 54 yuan. In 1958, every member will get 910 catties of grain and 65 yuan.

Moreover, after the completion of the three-year plan, the co-operative can sell 165,000 catties of surplus food grain to the state, deliver 96,000 catties of tax grain to the state, and sell to the state 78,800 catties of cured tobacco and 49,950 catties of rape.

From the facts revealed in the process of making plans for production and construction by the Pingpao Agricultural Producers' Co-operative, we have come to understand that:

1) Planning for production represents a further growth of co-operation. Successful planning of production contributes greatly to consolidating agricultural producers' co-operatives. More potentialities can be brought to light through planning. The work is centred around agricultural production, but the appropriate development of a diversified economy is also



necessary to provide an outlet for surplus labour power and enhance the confidence of co-operative members in taking the road of co-operation. For instance, one member of the Pingpao Agricultural Producers' Co-operative who had been doubtful about the future became confident after the three-year plan was mapped out. Two other members who had intended to go out and do some handicraft work indicated willingness to devote all their time to work in the co-operative. The members urged that the co-operative be turned into an advanced co-operative in 1956.

2) With the plan worked out, the functionaries are clear about what is to be done and so they can tackle the work actively. The other members, too, now see clearly the future toward which they can strive. This greatly increases their enthusiasm in production. The co-operative members unanimously expressed the view that "a plan is like a signpost that tells us where to go and how to manage our production." Members of the Pingpao Agricultural Producers' Co-operative, after the plan was made, have become increasingly active in production. As a result, the acreage projected for cropping more than once a year has been increased by 30 *tiao*.

3) The entire process of drawing up a plan of production is a process of struggle between advanced and conservative ideas. It is therefore necessary to educate the members politically and ideologically from beginning to end to ensure that the plan is neither conservative nor rash, that it conforms to the state plan and suitably increases the income of the co-operative members, that it centres around agricultural production while at the same time foresees an adequate development of a diversified economy, and that it emphasizes collective management by the co-operative while taking into consideration the individual production of members. Only in this way can the production plan meet the demand for the socialist transformation of agriculture step by step.

4) Planning itself covers both collective management by the co-operative and individual management by its members.

Therefore, it is ill-advised to demand that everything be collectivized when the matter concerns both the collective interests of the co-operative and the personal interests of individual members. For instance, such subsidiary occupations as the raising of pigs and chickens and planting of fruit trees which are suitable for individual management should not be brought under the single management of the co-operative. Otherwise this would cause difficulties for the co-operative in its management and give rise to anxiety among the co-operative members.

## THE LONG-RANGE PLAN OF THE RED STAR COLLECTIVE FARM

(By the Combined-Plan Work Team of the Bureau of Agriculture, Forestry and Irrigation of the Peking People's Council and the Rural Work Department of the Peking Municipal Committee of the Chinese Communist Party, in the *Peking Daily*, October 10, 1955)

*This is a seven-year plan of a large co-operative (they call it a collective farm, which is a kind of co-op) whose membership is composed of the entire population of a township of over a thousand families. The plan deserves study everywhere. Why does the plan cover such a long period? You will readily understand when you examine its contents.*

*Man has been developing for hundreds of thousands of years, but in China it is only now that he has secured conditions under which he can develop his economy and culture according to plan. Now that we have these conditions, the face of our country will change from year to year. Every five years will show a relatively large change. With several five-year periods, the change will be even greater.*

— EDITOR

The Red Star Collective Farm, located in the southeastern corner of Nanyuan District in the outskirts of Peking, is composed of more than 30 villages scattered in the three townships of Yinghai, Yilo, Ssuhai. A part of the alluvial plain in the middle reaches of the Yungting River, this low-

lying area with its high water table and highly alkaline soil, suffers from water-logging nine years out of ten and its yields of cotton and grain are low.

Before liberation, the output of cotton per *mou* here was only 50 to 60 catties, and that of grain between 70 and 80 catties. Although the yield had been raised somewhat in the early days after liberation, the average peasant still had a very hard time. Because of this the peasants had a great enthusiasm for mutual aid and co-operation in farming. Two agricultural producers' co-operatives of a semi-socialist nature were set up in 1952 on a trial basis. In the autumn of that year, these two co-ops were merged and transformed into a socialist collective farm with a membership of 63 households. The farm showed great superiority in production in its first year of existence. It quickly expanded and now it has over 850 households. The membership, it is planned, will grow to 1,400 households by the winter of 1955 or the spring of 1956, making up 86.36 per cent of the total of 1,621 peasant households in the whole area. Land under cultivation owned by the farm will increase to 28,560 *mou* or 86.5 per cent of the total cultivated land in the whole area. By the winter of 1956, the whole area will be integrated into the collective farm with its cultivated land increasing to over 33,000 *mou*.

As the collective farm is situated near the Peking Machine and Tractor Station, mechanized farming has already been introduced on 40 per cent of the farm land. Most of the wheat farming, from sowing to harvesting, is done entirely by machine. But the efficiency of tractors in farming is rather limited because the villages are too scattered, the roads zigzag, and the plots of land scattered and irregular. All this also makes it difficult to practise a rational rotation of crops, which in turn limits the yield. In addition, it is impossible to drain off rain water quickly because there are insufficient drainage canals around the farm and no unified arrangement for that purpose. As a result, the farm suffers from water-logging. Although weather conditions were

favourable in 1955, over 4,000 *mou* of the farm land were still water-logged.

The collective farm formerly concentrated on farming and the amount of field-work at any given time varied greatly with the season. It was impossible to put the labour power to full use since there was too much to do in the spring, summer and autumn but not enough in the winter. The solution to all these problems, which are blocking the advance of the collective farm, has become the central issue on which the progress of the farm hinges.

#### CONTENTS OF THE COLLECTIVE FARM'S OVER-ALL PLAN

Drafting of a four-year (1954 to 1957) over-all plan for the collective farm started in the spring of 1954. On the basis of this plan a seven-year over-all plan covering the period 1956 to 1962 was drawn up in the autumn of 1955. If this plan is carried out step by step, the above-mentioned problems can be solved systematically and the necessary conditions created for large-scale agricultural production, thereby putting the collective farm on the road of successful development.

##### 1) The plan for the use of land.

###### (1) To join small plots into large tracts.

Planning for the collective farm must not be taken as an isolated entity, because it has connections with the surrounding villages, towns, and the land of the peasant households. Planning work should start from without.

As a result of the peasants tilling scattered small plots of their own, there had been numerous intermingled plots of land belonging to different villages. So readjustment of land was carried out when planning first got started. The collective farm exchanged over 800 *mou* of land with the neighbouring state farm and the Luchuan Township agricultural producers' co-operative on the basis of equal

land prices. After the exchange, the land owned by the collective farm was joined into large tracts, which makes it possible for the farm to apply mechanized cultivation and new farming technique, to put the land to full use and improve the soil, and to carry out better planning within the farm.

###### (2) To fix the locations of the farm office and the residential areas.

The farm office was originally located in Chiangkia-chang. But in view of the farm's gradual southward extension over the years, the location is no longer a good one. It is eight *li* from Nankung Village in the southern part of the farm and six *li* from Ssuhai Village in the east, but only slightly over one *li* from the farm's northern boundary. In order better to direct production work, the plan provides that the office remove to Sanhuaitang Village where there are better communication facilities and a more concentrated population.

The dwelling places of the farm members are widely scattered because the villages and homes were built in a planless and arbitrary way near the peasants' own plots of land where it suited them best. As a result, small villages of two or three households are dotted all over the fields, hampering mechanized farming and increasing costs for such construction work as building roads, installing electric wires and setting up cultural and recreational facilities. In conformity with the principle of giving priority to production and construction work on the farm, the plan stipulates that such villages as Fulin, Liuho and Haiyen which are too small and scattered will be gradually evacuated and 11 residential areas will be built up with farm members moving in from other places if their old houses have become dilapidated and provided they are willing to move.

###### (3) To mark off fields for crop rotation.

The planning for crop rotation, the main topic in the over-all planning for the collective farm, is a plan concerning

the utilization of land. The farm's entire land will be divided into 14 crop rotation fields based on the quality of soil, the location of ditches, canals and roads, and the distribution of labour power. Different crops will be planted in these fields appropriate to the four types of soil. Cotton, wheat (late maize after the wheat harvest) and spring maize will be rotated in fields where part of the land is low-lying, lacking in natural drainage facilities and slightly alkaline. Where the land is above the ordinary level and fertile, cotton, millet, wheat (late maize after the wheat harvest), spring maize and potatoes will be grown in rotation. Where there is low-lying land of average fertility and light alkaline erosion, cotton, sorghum and wheat will be planted in rotation. Where the land is low-lying and infertile and suffers from serious alkaline erosion, a type of sorghum capable of resisting alkali and water-logging will be planted for the time being and rotation of crops will be added only after the soil is improved. One thousand four hundred *mou* of land with irrigation facilities will be turned into vegetable fields and winter leeks will be extensively cultivated so that there will be more work during the winter slack season. Another 600 *mou* where the land is high and the water table low will be used for orchards. The 1,300 *mou* of low-lying and highly alkaline land where the yield has been poor will be converted into paddy fields with high yields assured. The fields for crop rotation will be shaped for the most part like parallelograms, taking into consideration the lay-out of drainage canals, roads and forest belts. This will get rid of the difficulties of mechanized farming on small irregular plots and raise the efficiency of machinery.

Per *mou* yield in the farm will increase each year as a result of the rational use of land according to plan, plus intensified field work, extra fertilizer and new farm technique. As the menace of water-logging is alleviated by dredging the drainage systems, output of maize per *mou* will

rise to 300 catties by 1957 or 177.7 per cent higher than the estimated per *mou* output (108 catties) of 1955, while output of cotton will increase by 13.3 per cent. By 1960, per *mou* yield of cotton will reach 215 catties, 43.3 per cent over 1955, owing to the increased fertility and reduced alkaline content of the soil brought about by heavy manuring, rotation of crops and deep machine ploughing over the past years. Average output of maize per *mou* will come to 420 catties, while the highest will reach 900 catties.

By 1962, that is, the end of the Second Five-Year Plan, the shelter belts on the farm will have grown to the point where they will be able to protect the crops and lessen the menace of spring drought to sowing. As a result of this, average per *mou* yield of maize will be 500 catties or 363 per cent higher than 1955, that of cotton will reach 250 catties, and the output of vegetables, leeks and other crops will also increase year by year.

#### (4) Planning of drainage systems.

Although the Fengho River adjacent to the farm was dredged even before the plan, the drainage systems still must be repaired. Floods are constantly caused by rain. Disputes between the villages over the problem of water have not been settled in a thoroughgoing manner. To remove this serious threat to production, the plan provides that three more main drainage canals are to be added, using the tributaries of the Luliang, Chiangyi and Hsifeng as their courses, that old canals be repaired and dredged and that a number of unnecessary small ditches are filled in. Reconstruction of the main canals will start in the slack farming season after the autumn harvest of 1955. Their completion will lessen the threat of water-logging in the low-lying fields of the farm and disputes between villages over water conservancy will also be eliminated.

(5) Planning for roads (highways, trunk roads and secondary roads for farming purposes) and forest belts (main

forest belts, border forest belts, roadside tree belts and afforestation in the residential areas).

Three main roads—one leading from the highway through Yilo Township to Ssuhai Village, another through Chiangkiachang Village to Chienchuangtse Village and the third leading to the residential area of Yinghai Village—and 12 secondary roads will be built on the basis of old roads to facilitate communications within the farm and with other places. Construction of these roads will be undertaken according to production requirements and within the framework of the country's over-all planning for road construction.

In mapping out the sites for windbreaks and shelter belts, primary consideration has been given to the numerous canals and ditches in the farm. These tree belts therefore will be raised along the drainage canals, ditches and the road networks. According to the plan, over 1,000 *mou* of trees, seven main forest belts and five auxiliary forest belts will be planted by 1958 on the banks of the canals, along the roads and around the houses and other buildings. By 1962, when the trees are fully grown, they will be able to protect the fields, ward off attacks by arid winds, provide large quantities of timber for the use of farm members, and supply large amounts of twigs for basket making, and a kind of wild indigo plant will be available for green manure.

## 2) The plan for livestock raising.

The collective farm in the past had no over-all plan for expanding livestock raising. There was no plan for raising pigs, the number of which varied with the number of piglets available for the farm. The farm had even less experience in keeping milch cows. According to the present plan, barns will be built in five places where the land is comparatively high, with convenient communication facilities and very close to grazing land. Raising of milch cows in the farm will start in 1956 and their number, both full-grown and calves,

will reach 1,900 by 1962. At the same time, 325 pedigree pigs will be kept collectively for the sole purpose of breeding so that the farm will be self-sufficient in piglets. The number of hogs raised by the production brigades and individual farm members will come to 6,000, ten times greater than the present figure. These hogs alone can yield 37,000 tons of manure annually, excluding that from other sources. In addition, families of the farm members will be encouraged to raise large numbers of poultry and rabbits.

## 3) The plan for training technicians.

A group of skilled technicians, capable of using new agro-technique to guide production, must be trained to meet the growing needs arising out of the extension of the farm and the expansion of its activities. This is particularly necessary because such new undertakings as raising milch cows and hogs require far more advanced methods of animal husbandry than previously used.

It is planned that during the seven years from 1955 to 1962, farm members who are specially skilled in production, politically reliable, ideologically advanced and with a certain amount of education will be selected and trained to be technicians with qualifications equivalent to those of a secondary technical school graduate. Such training will be given in practical work and in training courses run by the city or district governments.

The plan provides for 40 veterinarians, 20 cattle-raising technicians, 19 hog-raising technicians, 45 agronomists (with each production group and basic production unit having a specialist in grain and cotton growing), seven fruit-growing technicians and eight vegetable-growing technicians to be trained. Each of these technicians must himself be able to direct a production unit in the use of new farming technique, map out technical measures for production, practise seed selection, cultivate good strains and conduct simple experiments. Three or four persons will be trained in afforestation. In addition, scientific knowledge about agriculture will constantly

be publicized among all members of the farm and the training of technicians in side occupations will be accelerated.

4) The plan for cultural and welfare facilities.

There are now four elementary schools (including a special class teaching secondary school courses), a medical centre and three supply and marketing co-operatives in the farm. But the farm area is extensive and these facilities are not properly distributed. School-children from Nankung Village, children no more than seven or eight years of age, have to walk more than ten *li* to attend school in Chiangkiachang Village, and farm members of Nankung Village have to cover four or five *li* to buy oil, salt and other daily necessities in Yilo Village.

To remedy this irrational situation and meet the wishes of the farm members for culture, it is planned to establish in 1956 a secondary school in Sanhuitang Village, conveniently situated at the heart of the farm, to extend the elementary school in Nankung Village, and to remove the supply and marketing co-operatives to places easily accessible to all. In addition, a nursery, a reading room and a small club will be set up in each production brigade, starting in 1956.

Of the more than 6,300 people on the farm, adolescents and adults (between 15 and 45 years of age) number more than 2,290, of whom 73.4 per cent are illiterate. There are only 610 people in this age group who can read and write, and some functionaries are also illiterate. The development of large-scale production requires that illiteracy first be wiped out among the farm's functionaries. According to the plan, by 1957, illiteracy will be eliminated among the 43 higher functionaries, the 190 functionaries at lower levels and the 433 young farm members. Spare-time study and special courses for some of the higher functionaries will be the method used to achieve these goals. By 1962, the average level of education of the farm's functionaries will be raised to that of secondary school. Beginning in the same year, spare-time

secondary schools will be set up on a trial basis to raise the educational level of the farm members.

#### CONFIDENCE GROWS AS POTENTIAL IS TAPPED

The area in which the farm is located had been regarded by many as hopeless because of its heavy alkaline erosion, low-lying land, and infertility. When output was raised after the farm came into being, many thought that the area had reached its ceiling in increasing production and no further increase could be expected. There were also people who maintained that no milch cows could be kept and no fruit trees grown in such low-lying land and therefore they lacked confidence in the production work there. But on-the-spot surveys and specific planning brought the real situation to light and knocked the props from under the conservative ideas. The fact is that the collective farm, instead of having no prospects at all as some said, has very bright prospects. With rational use of land and improvement of soil, the constant water-logging can be eliminated, output of grain and cotton substantially increased and large tracts of waste land used for afforestation. In addition, suitable sites for cattle raising and planting of fruit trees were discovered in the course of planning. People will see that by 1962 the collective farm will be able to produce 6,000 tons of grain, 176 per cent above 1955. Of this, 520 tons will be rice, which was not grown on the farm till 1955. The output of cotton will reach 1,250 tons, 65 per cent more than at present. Over 1,000 *mou* of land suitable for vegetable growing will have been turned into market gardens and over 600 *mou* of higher ground will have been brought under fruit trees with an annual yield of 400 tons of fruit. The farm will be able to supply the city with 3,725 tons of milk and 705 tons of pork every year. By 1962, the farm will become a multi-purpose collective farm, combining farming with livestock raising and rich in grain and domestic animals. The income and living

standards of the farm members will rise steadily in keeping with the growth of production. The average income per household will go up from 400 yuan in 1955 to 1,277 yuan, which is a threefold increase. The economic conditions of the farm will also improve greatly. The vice-chairman of the farm, Chang Feng-chi, said: "This kind of planning has given us in the leadership of the farm a clear idea of the whole situation and has set definite goals for our farm members."

### HOW TO PLAN

In view of the collective farm's proximity to the city and its existing conditions in production, the policy for the farm's development has been defined thus: promote livestock raising gradually, promote high-yielding crops, combine farming with animal husbandry, multiply the lines of occupation, and supply the needs of the city. This was the main basis on which over-all planning for the collective farm was made.

Before the planning got under way, there were two different schools of thought as to how planning should be done. One favoured the division of the cultivation areas into squares and the concentration of residential areas in certain places in disregard of all existing conditions, contending that this was "convenient." The other was the conservative idea that all planning should be done on the basis of the present conditions without taking into account possible development. The results of following either of these two arguments would be: Either all old roads would be abandoned and new ones built, and all old canals filled up and new ones cut; or the land would remain in small irregular plots, hampering mechanized cultivation. After debate and argument, both erroneous opinions were rejected and a policy decided upon that planning for the collective farm should look ahead, taking into consideration both the existing conditions and the possibilities for development.

At the start of the planning, on-the-spot surveys were made and discussions held by the farm's functionaries together with experienced old peasants to collect and compile data on the existing farm situation. The data on the quality of soil and on the utilization of land in particular were collected in a short space of time without laboratory facilities. It was only after on-the-spot observations and repeated discussions that the quality of local soil was roughly classified into four categories as basic material for planning crop rotation. Investigations were also made of farming methods, the systems of crop rotation and the proportions between different crops planted to work out the standards for fixing the order of crop rotation and the use of land in planning. The social conditions in the villages and the distribution of labour power were studied on the basis of which cultivation areas would be mapped out. The distribution of trees and the conditions of their growth were examined to provide data for laying out forest belts and selecting the right species for this purpose. Enquiries were also made into and information compiled on local natural, climatic and hydrological conditions, crop diseases and pests, agro-technique and cultural and welfare facilities.

The over-all farm planning was carried out after ample material on such questions had been collected and the sphere for planning fixed. But, due to the chaotic steps taken and the lack of a proper schedule at the beginning of the planning work, farming fields and residential areas were cut across by roads in some cases and in other cases no roads existed to link up some residential areas. Experience summed up in practical work showed that the steps to be taken in internal planning for a collective farm as such should be: First, map out the locations and sizes of the farming fields, vegetable gardens, orchards, pasture, seedling plots, grounds for side occupations, the site of the farm's management committee, residential areas of the farm members and the sites of the production brigade offices, based on the amount of land

available, the quality of soil, the topography and the water levels. Second, lay out the roads, drainage and irrigation systems according to needs and concrete conditions. Third, mark off the shelter belts, and last, draw up a blueprint and compile explanatory notes to expedite the execution for the plan according to schedule. After a general programme for the utilization of land is worked out, annual plans of cultivation and production are to be drawn up on the basis of actual needs and possibilities for crop rotation. The prospects opened up by these plans will be the goals for all the farm members. After all this, a draft of the plan should be presented for discussion by all farm members and necessary changes and amendments made in accordance with the opinions of the masses. The plan becomes final when it has been passed by a representative meeting of farm members.

## A POPULAR NIGHT SCHOOL FOR AGRICULTURAL TECHNIQUE

(By the South Shansi Regional Work Committee, New Democratic Youth League, in issue no. 1 of *Study Material*, May 10, 1955)

*All townships—or, for the present, at least the majority of them—ought to set up technical night schools like this one. This is something that the Youth League organizations at various levels should attend to. The peasants' study of technique should be linked to the elimination of illiteracy, with the Youth League being responsible for both. Teachers for the technical night school can be found locally, and we must encourage them to study while they teach.*

—EDITOR

## A GLARING CONTRADICTION

In the spring of 1953, an agricultural producers' co-operative was set up in Hsichangkeng Village, Hsiehyu County, Shansi Province. Members of this co-operative showed high enthusiasm in their work. A plan mainly to increase the output of cotton and wheat was worked out by the co-operative according to local conditions.

Cotton and wheat are delicate crops whose output can scarcely be raised if farming techniques are not improved. The government has long urged the application of advanced



techniques in planting cotton. This co-operative took note of this question, but there were difficulties from the very beginning. The co-operative called on its members to adopt the close-planting method of transplanting cotton plants one foot apart with rows two feet apart. But this did not work as most of the co-operative members were skeptical. They grumbled: "Why go to so much trouble planting crops? It is really more troublesome than raising a baby." "Pure formality! I have lived half my life without ever seeing anyone measure distances to plant cotton."

It was still more difficult to convince the older members. Old men Wang Meng-ho and Wang Kwang-ming secretly thinned out the cotton planted by other members according to the close-planting system. They even argued: "Don't you think the crop will be ruined by planting so close together?"

The leadership of the co-operative was at its wit's end. The majority of the members stubbornly refused to work according to the standard rules, even if you talked yourself hoarse.

In summer, cotton crops were affected by pests. The government supplied the co-operative with more than 20,000 catties of "666" insecticide and four sprayers to prevent crop failure. But in the whole co-operative only Wang Yun-sheng, head of the technical section, knew how to handle these things. He alone prepared the liquid and powder insecticide and repaired the sprayers. This kept him so busy he had to drop other work. The co-operative had earlier asked Wang Yun-sheng to prepare some granular fertilizer. Now this had to be abandoned. Technical instruction on selecting wheat seeds in the field was also given up.

The worst headache for the co-operative was the work of pruning the cotton plants. Usually this light work could have been done very well by women members. Unfortunately even young women with clever hands also made mistakes. They either cut off the branches with cotton bolls or left intact the poor branches or those without bolls at all. The

plants were very poorly pruned. This infuriated Wang Yun-sheng who said: "This is destroying cotton!" A group of women co-operative members surrounded him and said: "Section Head, how should the work be done? Tell us! Please tell us."

After the autumn harvest, the co-operative failed to reach its planned targets for increased output, though its output was higher than in previous years. A careful study showed that the cotton crop was specially poor because the method of close planting had not been properly applied. This alone caused the loss of 12,500 catties of raw cotton or, in terms of money, over 2,650 yuan. This amount could buy 18,000 catties of wheat to feed the 323 co-operative members for two months.

From this fact, the young people began to realize that farm work was really something that had to be learned. They realized that if farming technique were not mastered, not only would less be produced and earned by each person but this would also directly prevent the co-operative from increasing its output, thereby affecting the income of all members.

Wang Yun-sheng fully realized that popularizing farming technique could not be done single-handed. He began to recognize that it only could be carried out smoothly when all members of the co-operative, especially the younger ones, learned the advanced technique.

This was a glaring contradiction. The co-operative had to popularize scientific farming techniques in order to increase output; but its members, particularly the younger ones, knew very little about technique. The only way to solve this contradiction was to mobilize the members, especially young members, to learn scientific farming techniques.

#### FROM SMALL GROUP TO NIGHT SCHOOL

The co-operative expanded early in 1954. Apart from several ex-landlord and rich-peasant families, the entire vil-

lage joined the co-operative. The year's increase-output target set by the co-operative was higher than that for 1953. To solve the problem of technique and to increase production, Wang Yun-sheng wanted to set up a study group on farming techniques and discussed the matter with Yao Feng-lan, vice-chairman of the co-operative. This idea was warmly supported by the Communist Party branch. A study group was formed of a dozen or more young active elements, including Yao Feng-lan and some primary school graduates who had just returned to the village. Wang Yun-sheng patiently taught them how to prepare insecticide and repair sprayers and how to manufacture granular fertilizer. They showed great enthusiasm in study. Shortly afterwards, young co-operative members of other villages in the township learned of this technique-learning arrangement. They took the question up with their Youth League branch and asked: "Why don't we have the chance to learn. We are also co-operative members. You cannot treat us differently."

It was a happy coincidence that several comrades from the Academy of Sciences and the county's agro-technical station just then came for field study. The Youth League branch of the township took this as a golden opportunity to organize young people to learn techniques. It brought the matter up before the Party branch and the management of the co-operative, suggesting that the study group be reorganized into a night school on farming techniques for the whole township. Yang Shih-chun, chairman of the co-operative, said: "All right. If you can set it up, we will support you. This is the time for you Youth League people to show what you can do." Some comrades of the county's Youth League committee who were then in the village actively helped in the preparatory work.

A night school on farming techniques for the whole township was finally established. A classroom and a carbide lamp were provided by the co-operative. More than forty young people were enrolled. The Youth League branch invited the

agronomists who were staying in the village and Wang Yun-sheng, the head of the co-operative's technical section, to teach the school. A night school commission was formed with the township chief as the principal. There was class every five days. The school then started its work.

In the first few classes, both teachers and students were enthusiastic. But not long afterwards, only about 20 persons came to class. Why? The Youth League branch held a meeting to hear opinions about the night school. The teachers were also invited to attend. Someone said straightforwardly: "So many things are taught in one evening. Some of them we cannot understand, others we cannot memorize. In my opinion, this is torturing our tired heads for nothing." Another said: "The lessons are hard. Too few examples. They can't be applied in our work even if we do memorize them."

These opinions were correct. The teachers had overestimated their students. They had regarded these people who did not have even the most elementary knowledge of scientific farming technique (some illiterate or semi-literate), as students at a regular agronomy school. The teachers had lectured on the life cycle of the cotton aphid and its reproduction and in a single lecture had described the nature and special features of over a dozen species of wheat and the important rules to be followed in growing them, etc. The young peasants eagerly asked their teachers: "Speak our peasant language when you lecture and teach us more methods." "Give us more examples." "Tell us something about techniques that we can apply right away." The teachers accepted the suggestions without reservation.

The Youth League branch also made a study of the students. Some were more interested in having fun than in learning. Others even made trouble in the class. They were criticized for these failings. The Party and Youth League branches in the township divided up the tasks of solving the ideological

problems of the students quickly and strengthening political education of the students. The technical night school was again consolidated.

### FROM CLASSROOM TO FIELD

The school commission, accepting the suggestions from the students, issued regulations governing roll-call, absence and examinations (once every season). The students were told that the aim of the school was to train technical personnel for agricultural co-operation, that the school would be expanded gradually and regularized and that all of them would be technical personnel in the future. This greatly strengthened the students' confidence. At the suggestion of the students, the school commission and the teachers adopted a new method — teach fewer things in each lecture, explain more clearly, teach what is needed in the field so that the students may apply immediately what they have learned.

The teachers also prepared systematic lecture notes on basic scientific information about agriculture, arranging lessons in a way to lead the students from simple things to complicated matters. They tried their best to explain every scientific point and method plainly in the language of the peasants. For instance, in teaching the advanced method of selecting cotton plants in three stages, the teachers composed simple verses. That for the first stage of selection was: "If they are thick, thin them out. Keep them in single and avoid doubles. Keep two inches between plants." For the second stage, the verse went: "Uproot the diseased, keep the healthy, remember the rule of close planting at equal distances."

Before each lecture, the teachers usually asked for suggestions from the students and tried in every possible way to combine theory with practice during the lecture. On one occasion, a lecture was given on the method and effect of applying a phosphorous fertilizer to cotton leaves. After the lecture, the teachers led the students to the field to see the

contrast between cotton plants to which phosphorous fertilizer had been applied and those to which it had not. The leaves of the former were dark green and even the originally yellow leaves had turned green, whereas the leaves of the latter were still yellow. After seeing this, the students exclaimed: "Now we understand. Science can really do great things!"

When the method of manufacturing granular fertilizer was taught, the teachers immediately asked the students to do it themselves. In 1954, the Hsichangkeng Village co-operative alone produced tens of thousands of catties of such fertilizer. A big proportion of this was made by the students.

During lectures, the teachers were ingenious in showing "real things" to the students. In teaching how to prune cotton branches, a cotton plant was brought to the classroom to illustrate the harm if this process was ignored and which branches should or should not be cut off. This aroused keen interest among the students. They understood and remembered what had been taught and could easily apply the lesson.

The night school students also played their part in popularizing farming techniques. They came down to the field from the classroom and introduced the skill and knowledge they learned to members who were not going to the school. Wang Feng-chen taught her mother the method of separating cotton plants. Tsai Yin-miao taught her mother-in-law how to prune cotton branches.

Here is another story. In 1954, eight members of the Tung-changkeng Village co-operative were students at the night school. After learning how to apply phosphorous fertilizer to cotton leaves, Chang Tao, who was also a member of the Youth League, told the chairman of his co-operative, Keng Chung-yuan, all about it. He said: "We ask the co-operative to give us some basins, string and gauze."

"What for?" the chairman queried.

"We want to use these things to filter the phosphorous fertilizer for the cotton leaves," Chang Tao said.

"You people are really trouble-makers. What is the good of using it? I have grown cotton for nearly thirty years and never heard of applying fertilizer to cotton leaves," the chairman disagreed.

"This method we have learned really works. Let's try it if you don't believe it," Chang Tao replied.

"From now on, after you attend class there, please brush yourself off every time and leave everything you have learned behind you. Don't bring it back," the chairman said.

"What do you mean?" Chang Tao demanded.

"Because it is useless!" the chairman said.

Then Chang Tao reported to the Youth League branch in the township that the chairman of his co-operative belittled the importance of new techniques. The deputy secretary of the Youth League branch, Yang Chun-ching, relayed this opinion to the township Party branch.

Later at a meeting of co-operative chairmen in the township, Lu Cheng-lung, secretary of the township Party branch, told Keng Chung-yuan, chairman of the Tungchangkeng Village co-operative: "If your co-operative does not want phosphorous fertilizer, send yours to other co-operatives. There is a shortage now!"

"Certainly we want to use it, why not?" said Keng Chung-yuan.

"Then," said Lu Cheng-lung, "why didn't you actively support the idea of the night school students? Why do you keep three to four thousand catties of phosphorous fertilizer idle in the warehouse?"

"This . . . I didn't trust it," Keng Chung-yuan explained.

Keng Chung-yuan was also criticized by others for not supporting the suggestions of the night school students.

After the meeting, Keng Chung-yuan asked Yang Chun-ching to take him to see the good results on the cotton plants to which phosphorous fertilizer had been applied. He was greatly impressed with the results. "I never imagined such a world of difference," he remarked.

After he returned, his co-operative used phosphorous fertilizer on thirty *mou* of cotton field. The students are now able to apply the knowledge they have acquired in practical work.

#### SATISFACTORY RESULTS

Satisfactory results have been achieved in the year and more since the night school was set up, although it is still feeling its way ahead. Of the 110 students, more than 90 have mastered the technique of pruning cotton branches and other skills such as the three-stage selection of cotton plants, methods of selecting cotton and wheat seeds, the way to identify ten species of insect pests harmful to cotton crops and the ordinary ways of preventing and killing them, and how to use and repair the sprayers.

Forty-two of them have learned how to prepare liquid "E605" insecticide, 48 have learned how to manufacture granular fertilizer, 45 know how to burn cotton stalks to make smoked manure, and 54 can handle the work of applying fertilizer to cotton leaves.

Twenty-two young students have become farm-tool operators in a tractor station. Another 44 have become technicians in the work teams (or groups) in agricultural co-operatives.

In the summer of 1955, more than 700 *mou* of wheat in the Hsichangkeng co-operative were ready for harvest. The slightest breeze rustled the heavy ears of wheat. Any delay in harvesting would cause serious losses. The cotton field was fatally attacked by aphids which gnawed the plants. There was no sign of rain. People had to work around the clock at the water-wheels. This tense situation was commonly called the period of "snatching food from the dragon's mouth." In these circumstances, all kinds of work were urgent and they required skill. Here, the night school students played a great part in overcoming the difficulty. Strong male members who were also night school students were mobilized by the co-operative to reap the wheat. Over 60 women mem-

bers were entrusted with the job of wiping out the insect pests in the cotton field. The women successfully achieved their task by using the methods they learned from the night school. At this critical moment, young co-operative members effectively supported the co-operative with all the scientific techniques they possessed. The co-operative also demonstrated its tremendous strength. Everybody admired the power of the co-operative. The night school had armed the co-operative members with skill. The co-operative members supported the night school with added enthusiasm.

The old lady, Keng Tu-chin, in seeing the skills her daughter, Wang Feng-chen, had learned, said happily: "When I was a girl, I was not allowed to cross the threshold, let alone learn skills. Times have really changed. Our life is getting better and better in the co-operative." She also said to Yang Chun-ching, deputy secretary of the Youth League branch: "Take your wife to meetings and let her understand something about current affairs and learn some skill."

In Hsichangkeng Township, learning scientific farming techniques has become a very popular topic of discussion among the young people. Books on farming techniques in the co-operative's library are in heavy demand.

The technical night school has become the centre of activity for young folks during leisure hours. As soon as the lamp is lit, large numbers of people flock in to study. Agricultural co-operation and socialist construction in the rural areas attract the young people and stimulate their eagerness to learn techniques. They say: "We are now technicians in the agricultural co-operative groups. When our co-operative becomes fully socialist, we will have more chances to study. Maybe we will become agronomists in a socialist co-operative."

That ideal is no longer something for the remote future. It will come true quite soon.

## HOW A YOUTH LEAGUE BRANCH ESTABLISHED A COURSE IN WORK-POINT RECORDING

(In the *Shantung Mutual-Aid and Co-operative Bulletin*,  
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*The experience described here should be made known everywhere. Lenin said: "A nation of illiterates cannot build communism." Although there are many illiterates in our country today, we cannot wait until illiteracy is eliminated before commencing to build socialism. This has created an acute contradiction.*

*Aside from the fact that many children have no schools to go to when they reach school age, there is also a large number of teen-agers and young people with no schools to go to either, although they are well past the age for entrance. As for adults, it goes without saying, the situation is even worse.*

*This is a serious problem which must be solved in the course of bringing co-operation to agriculture; in fact it is only during this stage that a solution can be found. After the peasants form co-ops, they demand to be taught to read and write. For them it is a matter of economic necessity. Once they form co-ops, they have collective strength. The situation changes completely. They can organize their own literacy courses.*

*To keep records of the points earned each day, first they have to learn how to write the names of the*

persons and places in their village, the names of farm implements and different kinds of farm work, and other agricultural terms. This requires a knowledge of two or three hundred characters.

Next, they must go on to more advanced characters and vocabulary. Two kinds of textbooks are needed for this. The first should be compiled by the local educated people with the help of the comrades guiding the work of co-operation, according to the needs of the co-ops in that locality. Each place should compile its own text; there cannot be one unified text for all. These need not be checked by the authorities.

The second kind of textbook should also be compiled by the local educated people with the help of the comrades guiding the work of co-operation, and be based on the affairs and vocabulary of a relatively small area (such as the county or the region), as well as on the affairs and vocabulary of the whole province (city or autonomous region), and of the entire nation. This text, too, should only contain a few hundred characters. Though it need not be the same in each locality, it should be examined briefly by the educational authorities of the county, region, or province (city or autonomous region).

When the first two steps are completed, the peasants should go on to the third. For this the educational authorities of each province (city or autonomous region) must prepare a third text containing general material. Thereafter, they should continue to compile increasingly advanced textbooks. The cultural organizations of the Central Government should give proper guidance in this matter.

The Youth League branch of Kaochialiukou Village of Chunan County, Shantung, has done a creative piece of work. It makes one very happy to see a

situation like theirs. They found their teachers — the graduates of their township's higher elementary school. Progress was rapid. In two and a half months, more than a hundred youths and grown-ups learned over 200 characters. They now can keep records of their own work. Some have become book-keepers for the co-op. "Work-point recording course" is an apt name. This kind of course should be offered everywhere. Youth League organizations on every level should lead this work. All Party and government organizations should give them whatever support they need.

—EDITOR

When the tasks of the state for the period of the transition to socialism were popularized, Kaochialiukou Village in Chunan County of Shantung Province set up the Red Banner Agricultural Producers' Co-operative, together with three branches. Because the villagers had little education, the co-op could not find book-keepers after it was formed. To solve this difficulty, the village Party branch instructed the Youth League branch to select a few young people who were comparatively more literate to do this work. The Youth League branch called together Youth League members and other young people in the co-op and gave them a dictation test; seven who were able to read more than one hundred characters were chosen to be the co-op's book-keepers. But their grasp of characters was so limited that they could not even write down the names of the members or the kinds of farm work done (ploughing, hoeing and harvesting, for instance); they made entries by drawing circles or lines. When they exhausted their store of symbols, they asked people with good memories to memorize what they could not put down on paper by drawing. But memories were short, and as time

passed, the people not only forgot what was memorized but could not make head or tail of their symbols of circles and lines. When the time came for them to present an accounting of the work-points they could do nothing but ask the co-op members to come together again and recall what they could bit by bit. At times they worked till midnight with their calculating, but nothing came of it. There were even quarrels which led to estrangement among the members. Some members declared: "Socialism is not so easy to reach. Let each go his own way as soon as possible." Some members, feeling discouraged, asked to withdraw from the co-op.

The Youth League branch made a study of this question and proposed to the co-operative's management committee that a literacy class should be organized for the young people to solve the book-keeping problem. At first the proposal was received coldly by the management committee. They said: "You can't feed a hen in the morning and expect it to lay in the afternoon. A literacy class is a sheer waste of time. It's not worth the bother." One committee member said: "I've been attending literacy classes for I don't know how many years. Now I'm a father of three children and I still can't read more than a dozen characters. Just imagine how long it would take to train a book-keeper!" Later, with the support of the Party branch and the vice-chairman, the proposal was adopted by the management committee and it was decided to make an effort in the co-op. The Youth League branch managed to persuade 26 of its members and young members of the co-op to attend the course.

A committee was formed under the leadership of the Party branch so that the study course would be conducted in a planned manner. Study groups were formed on the basis of production brigades. Four graduates of primary schools were appointed teachers, including three Youth League members. There were no textbooks. The Youth League branch could not decide about what should be taught when the class start-

ed. The teachers were consulted, and it was decided first to teach them seven characters: *Chin Tien Wan Shang Kai Hsueh Le* (the class starts this evening). Then they were taught three more characters: *Shih Tse Pan* (literacy class). One evening, Kao Wei-ko, a young book-keeper in the co-op, said: "I've attended the winter school for a couple of years, but up to now I can't read more than a dozen or so characters. At the rate things are going, I don't know when I'll be able to learn my job." The Youth League branch thought that he had made a good point. It got the teachers and students together to study the question. It was agreed that the students should be taught in a way best calculated to meet the needs of training book-keepers for the co-op. It was decided therefore that they should start with people's names, then go on to the names of where the fields were, the names of different kinds of farm work and farm tools, and then numbers and forms of book-keeping. The actual method used was to classify the characters in the names of the co-op members, the locality of the co-op fields and the different kinds of farm work and farm tools. The students were first taught similar characters in the same category and then different characters. The 59 men and women members of the co-op have four surnames, i.e. Kao, Shen, Wu and Chu. In learning the names of co-op members, the students were first taught these four characters and then the characters which appear in their second names (for instance, there are four characters, i.e. *Hsi, Wei, Yun* and *Tsun* in the second names of the Kaos). Under this classification, there are 33 different characters in the names of 29 members whose surname is Kao, 17 in the names of 13 Shens, 14 in the names of 15 Wus, two in the names of two Chus, and two in the name of a member whose surname is different from all the others in the co-op. There are 68 characters all told. When all these characters are learned the names of all 59 co-op members can be written. In the co-op's land, five places include the

character *Tun* (mound) and eight other characters; two places include *Ping* (a plain) and three other characters; five places include *Ling* (ridge) and six other characters; two places include *Ho* (river) and three other characters; three places include *Yai* (cliff) and four other characters. Nineteen other places consist of 28 different characters. The names of a total of 39 places include 52 characters. The students were first taught the five characters *Tun*, *Ping*, *Ling*, *Ho* and *Yai*, and then the characters associated with them, such as *Tun-chien* (in front of the mound), *Tunhou* (behind the mound), *Nanping* (south plain) and *Taping* (big plain). The names of farm work, classified into 29 categories according to ploughing, sowing, hoeing and harvesting, consist of 54 characters. As for the names of farm tools and animals and numbers, these were taught separately because there are very few characters in common. Over a period of two and a half months the students learned 243 characters. In this way, the young members of the co-op learned how to record the work-points and became co-op book-keepers. And it was possible to triple-check the recording of work-points for each member.

The course of study initiated by the Red Banner Agricultural Producers' Co-operative played a vital part in helping members become literate and particularly in helping to solve the problem of recording work-points. Inspired by this example, the three branches and the mutual-aid team led by Shen Wen-teng set up learn-to-record-work-point classes. In addition to drawing upon the experience gained by the Red Banner Co-op, they adopted the learn-from-work method. For instance, when the co-op was in the midst of sowing and carting manure during early spring, members were taught such characters as *Keng Ti* (ploughing) and *Sung Fen* (carting manure). When members were catching red spiders they were taught the characters *Hung Chih Chu* (red spiders), and when they were doing deep ploughing they were taught the

characters *Shen Fan Ti* (deep ploughed land). When they added more top-soil to their land they were taught the characters *Tieh Ti* (top-soil). To ensure that the study course would be regular, students attended evening classes at which teachers gave lessons. Each production brigade also had attached to it an assistant who went to the fields during the day to help members review their lessons. Among the 115 young and older members who had attended the study course for two and a half months, 19 were qualified to be book-keepers (in fact ten had been given such jobs), 92 were able to record work-points. Only four were still unable to record work-points. On the basis of what had been achieved, the Youth League branch set up a class to train book-keepers for ten students who had learned more characters than others. (Before attending the class they had studied peasant readers for six months.) The lessons included the use of the abacus and book-keeping which were taught by the co-op accountant. Those who did not attend this class studied the peasant readers.

In organizing the study course, the Youth League branch did a great deal to help the co-op solve its shortage of book-keepers. As a result, management of the co-op was improved. Most of the confusion in the co-op's book-keeping was eliminated, and people didn't have to work at it at night till their eyes became weary. This made the co-op's young members happy and won the peasants' approval. Seeing what two months of study could do, the young people had greater enthusiasm to become literate, the functionaries and peasants became more confident in running the co-op. Wu Chang-kuei, the vice-chairman, said: "When people join the co-op they can also learn how to read and write quickly." When Wang Shou-ching was selected to be a co-op book-keeper his father was overjoyed and said to him: "People like us can see the daylight now. Study hard, son. I'll buy whatever you need for your studies." Seeing that study was



really useful, many parents encouraged their sons and daughters to join the literacy class and bought slates and fountain-pens for them. The co-op management also helped. For a time, the literacy class had no fixed meeting place and was short of kerosene for the lamps. The co-op vacated its office and allowed it to be used as a classroom; it also paid for the kerosene needed by the class.

## HOW YINTA TOWNSHIP STARTED SPARE-TIME EDUCATION FOR PEASANTS

(By Che Hung-chang, Huang Hsien-teh, August 1955)

*There are not many articles in this book about cultural work. This is a fairly good one. In order to eliminate illiteracy for the most part within seven years — that is, by the end of the Second Five-Year Plan — and meet the urgent needs of agricultural co-operation, in 1956 every locality must make all necessary preparations and reach their targets for the first year of this project.*

— EDITOR

### VERY PRESSING NEEDS

Yinta Township, Chiuchuan County, Kansu Province, is one of the townships where the mutual-aid and co-operative movement developed fairly rapidly. The whole township has 318 households. At present, 242 peasant households have already joined the May Fourth Yung Feng Agricultural Producers' Co-operative and 44 are organized in mutual-aid teams. Except for ex-landlords and rich peasants, there are only four households of peasants working on their own.

With the growth of the mutual-aid and co-operative movement, the peasants' needs for culture became increasingly urgent. Members of the agricultural co-operative were very worried because they could not read or write the accounts of work-points. Wang Hsiu-chen, a woman member

of the co-operative, said, "We women even cannot read the work-points. What shall we do?" The chairman of the co-operative and the heads of the production brigades wanted to study policy and do a good job, but they were not educated and had many difficulties. Wang Hsueh-lu, chairman of the No. 1 branch of the co-operative, said, "Since I have been in the co-operative, the shortage of livestock and farm implements has been solved. Now the only trouble I have is that I cannot read." Li Mao-yuan, head of a production brigade, said, "I myself cannot read. Who knows whether the tallyman keeps a correct account of work-points!"

The agricultural co-operative, the credit co-operative and mutual-aid teams did not have an adequate number of qualified book-keepers and tallymen. The May Fourth Yung Feng Agricultural Producers' Co-operative, with its five branches and 25 production brigades, needed at least seven book-keepers and 25 tallymen. In addition, the credit co-operative needed one book-keeper and the eight mutual-aid teams eight tallymen. If five others were added, namely one radio monitor and four literacy school teachers, a minimum of 46 people having four to six years' schooling were needed. But at the time of liberation, the whole township could boast of only 32 literate people. Of these, only 21 were poor or middle peasants. Since liberation, 12 persons have been promoted to work as personnel not dealing with direct production. Therefore, tallymen of most of the production brigades could only read a small number of characters. In 1954, several of the 13 tallymen were still semi-literate and attending a quick-method literacy class. When registering the work-points, some wrote 15 as 105 and 8 as 18. Because of the wrong accounts, disputes occurred with the members of the co-operative when work-points were counted.

Facts showed that it would be extremely difficult for illiterates to run the agricultural producers' co-operative well and improve farming techniques. If rural spare-time education fails to keep pace with the mutual-aid and co-operative

movement, these difficulties will become an obstacle to the growth of the mutual-aid and co-operative movement and to the development of agricultural production. The State Council in a directive on strengthening the spare-time education among the peasants pointed out: "It must be understood that socialism cannot be founded on mass illiteracy." Therefore, to strengthen literacy education for the peasants has become an important political task in the present co-operative movement.

#### OPENING AN EXPERIMENTAL LITERACY SCHOOL

To keep in line with the growing mutual-aid and co-operative movement, Yinta Township began to set up experimental winter schools early in 1950. In 1952, quick-method literacy classes were opened. After the founding of the May Fourth Yung Feng Agricultural Producers' Co-operative in 1954, a system of responsibility was put into effect, thus changing the situation in which evaluation of work-points lasted till late in the night every day. Step by step, the contradictions between production and study were overcome and time was made available to turn the four original winter schools into a literacy school run by the co-operative. In all, 173 persons attended the school. According to the location of residences, three literacy classes were set up (61 per cent of the students being poor peasants). A senior class was organized for 35 young and middle-aged people in the co-operative (four Party members, seven Youth League members and 24 young people) who had attended the winter schools and had had some years of schooling. They were put in one group to study in the township.

Four teachers taught at the literacy school. One of them was concurrently the township clerk. The other three were young members of the co-operative. They had all received education and training after liberation. To encourage the teachers to do their work well, teachers of the senior class

were given one and a half work-points for every class hour and those of literacy classes one work-point. The educational level of the teachers of the literacy school was generally not high. Only one of them was a graduate of a junior normal school. Thus, the cultural and educational committee of the co-operative called them together for studies once every two weeks. During the studies, a literacy school teacher in the No. 1 branch of the co-operative reported on the teaching methods. Then discussions followed to solve difficult problems. Once a week, the three teachers in the four-year primary school of the township took turns in coming to the co-op's literacy school to give advice and assistance to the teachers to raise their teaching ability step by step.

To overcome the contradictions between production, meetings and study and to ensure that the study help production, the co-operative's literacy school classes were properly arranged to meet the different circumstances at busy or slack farming seasons. The township Party branch decided that Monday, Tuesday, Thursday and Friday evenings should be used for courses in language and arithmetic, Wednesday for meetings, Saturday for political study and Sunday for Party and Youth League lectures or for Party and Youth League meetings.

There used to be comparatively less work before spring sowing and the number of study hours each time was proportionately increased (one and a half hours up to two hours). During the spring sowing, the literacy school had a one-month vacation. As rural life was busy after the spring sowing, the number of study hours was shortened. During the hoeing season, lessons for self-study were assigned by the teacher for students in the senior class. For students in the literacy classes, not only was the number of study hours cut but also the teaching method was changed from the teaching of several lessons as a unit into that of teaching lessons one by one.

With regard to the subjects studied, the Chinese language course in the literacy classes is primarily the study of the *Peasants' Vocabulary Textbook*. Forty-three persons use Book III. By the winter of 1955, they will be able to read 800 characters. They are to serve as tallymen of work-points after their graduation. Ninety-two persons use Book I. Of these, 35 persons can read 500 characters and the remainder 300 characters. The language course for the senior class is essentially the study of Book I, *Chinese Reader for Peasants*. Seventeen persons study this and after completing this course, they will be able to write a simple composition of three hundred words. Without exception, the arithmetic textbook is *General Arithmetic for Workers and Peasants*. Students in the literacy classes all study Book I. Eleven students in the senior class use Book III and 25 others Book I. As a preliminary step, the literacy school has worked out rules for roll-call, leave, and examinations (one examination every month). In the senior class written tests are given for all courses. In the literacy classes written tests are given for the courses in language and arithmetic while oral tests are given for political study.

The time schedule was not properly arranged when the literacy school first opened in the winter of 1954. As a result, there was little time left for any study when there were meetings. In particular, the co-op functionaries had no assured hours for study. Besides, the questions of lighting and heating facilities and salaries for the teachers were not settled promptly. All this made running the school difficult and criticisms came from all sides, from co-op members, functionaries and the teachers. To remedy this deplorable state of affairs and ensure the smooth progress of the studies, the work of the cultural and educational committee was improved. The secretary of the Youth League branch, the head of the Women's Federation, chairmen of various branches of the co-operative and the principal of the primary school were made responsible for encouraging and mobilizing the students

to attend school and for examining and planning the studies. The Party branch also assigned the head of the township chairman of the cultural and educational committee, and the chairmen of the branches of the co-operative class leaders of the literacy school. Functionaries in charge of production were also made responsible for checking up on the studies.

In 1955, the co-operative drew up a unified time schedule for production, meetings and study. This, plus the institution of the system of responsibility covering each section after the spring sowing by the co-operative, enabled most of the co-op's personnel to take part in the studies. Of the 89 functionaries in the co-operative, 52 joined the studies. Considering that the functionaries were busy with work, had many meetings and urgently wanted education, a system of responsibility for teaching and learning was adopted for some leading functionaries of the township administration and the co-operative to ensure their study. The method of teaching two characters a day and having one test every three days was used. This greatly speeded up their progress in study. For example, Li Cheng-ying, chairman of the No. 3 branch of the co-operative (and also chairman of the township's credit co-operative), in the past had been too busy to study. But after the co-operative made a unified time schedule, in particular after special guidance and assistance was given him by the book-keeper of the branch, he was able to read about 200 characters in just a little over three months. Wang Hsueh-lu, chairman of the No. 1 branch of the co-operative, could only read a few names when he began studying. Now he not only can read the *New Chiuchuan Daily* and the *Kansu Peasant*, but also can write simple letters. At meetings, he can jot down brief notes. He was chosen model student.

He said gratefully, "All these benefits are given us by the Communist Party and Chairman Mao Tse-tung." On the whole, members of the co-operative who took part in the study are now able to read the work-points written on coupons and handbooks. Most of the students in the senior

class are able to keep accounts of the work-points for the brigades.

In the literacy school, attention is paid to political studies as well as cultural studies. The political initiative of the co-operative members has been heightened in the course of the studies as adequately evidenced in a number of mass movements. At the same time, the literacy school has taught the students to love to work and raised their enthusiasm for work. For example, of the 23 people outstanding in production cited by the five branches of the co-operative after the spring sowing, seven were outstanding in studies.

As a result of the work to eliminate illiteracy in the past few years, more and more people want to read books and newspapers. Statistics show that the whole township now subscribes to 79 copies of newspapers and 12 magazines. Apart from subscriptions by the township government, schools, mutual-aid teams and some individual peasants, the co-operative subscribes to 42 copies of papers and magazines. Newspaper-reading groups have been organized by each production brigade in the co-operative. It has now become the practice of the co-operative members to read papers or listen to the papers being read aloud, in rest periods during field work or in their spare time in the evening.

Although the township has made these gains in the field of spare-time education for the peasants, it has not been able to catch up with present needs. Leading comrades in the township, even quite a few comrades in the county and district, still depend to varying degrees on personnel in cultural and educational work to operate the literacy schools. They take the view that to operate winter schools and literacy schools or to end illiteracy is a small matter since characters are not as important as food or drink. Other than giving passive support, individual comrades also cut into the time set for studies at will. A number of persons in cultural and educational work also have the narrow viewpoint of "pure culture and pure work." This shows that many comrades

still lack a comprehensive understanding of the political significance of the peasants' spare-time educational work in serving agricultural production and the mutual-aid and co-operative movement directly. It shows that they fail to do their best to link this work with the central task of rural work. This has greatly handicapped the consolidation and growth of the agricultural co-operatives and impeded the tempo of co-operation. Lenin in his work "On Co-operation" written in 1923 pointed out two epoch-making essential tasks confronting us. He said, "... The second is to conduct educational work among the peasants. And the economic object of this educational work among the peasants is to organize them in co-operative societies. . . . But the organization of the entire peasantry in co-operative societies assumes such a standard of culture among the peasants (precisely among the peasants as the overwhelming majority of the population) that this entire reorganization in co-operatives is impossible without a whole cultural revolution." He also pointed out, "... Without universal literacy, without a proper degree of efficiency, without sufficiently training the population to acquire the habit of reading books, and without the material basis for this, without certain safeguards against, say, bad harvests, starvation, etc., we shall not achieve our aim." Comrades working in rural areas, therefore, should know the far-reaching political significance of raising the cultural level of the peasants.

#### SOME EXPERIENCES

1) With respect to the enrolment of students, attention should be drawn to taking in functionaries, Party members, Youth League members and active elements (this is the point of emphasis in the work of eliminating illiteracy). Since they are the backbone in the villages, raising their cultural level will directly help the smooth progress of the work. At the same time, attention should also be paid to correcting the deviation of increasing numbers without regard to quality,

and the situation that among the students there are more youngsters than adults. As to the expense of purchasing the desks and benches needed by the literacy schools, for lighting and heating facilities and for stationery, it would be best, at present, for the students to settle these problems by themselves.

2) The time schedule for study must be arranged in accordance with the farming seasons. There should be more time for study during the slack season and less time or no time at all during the busy seasons. Attention must be paid to solving the contradictions between work and study. As far as possible, do not use production time and leave adequate time for the members of the co-operative to rest in order to avoid affecting production. For example, in the winter of 1954, the co-operative wanted to call meetings while the literacy school had students attending class. The students attended morning classes while others engaged in production. This not only affected production and work but also made the students uneasy over their study.

3) The contents of the lessons must be linked with practice. The best thing to do is to teach the peasants what they use or see every day. This will make it easier for them to understand, memorize and apply. For example, to teach figures in the literacy classes or arithmetic in the senior class will help the heads of the production brigades and tallymen clear the accounts of work-points and thus apply what they have learned. It is also necessary to set a fixed period for the teachers to study and meet to exchange experiences so as to raise their level and efficiency in teaching step by step, and encourage the initiative of the masses to acquire culture.

4) Political lessons should generally be taught by the secretary of the Party branch. If he cannot teach because of pressure of work or for other reasons, the Party branch can assign politically reliable persons or school teachers in the township to do the job. Political study should be taught with the current tasks as the central theme and in conjunc-

tion with the thinking of the masses, so as to criticize and rectify incorrect ideas or misconceptions among the students. To teach students to read while neglecting their ideological education is an incorrect attitude. The Party branches and agricultural co-operatives must, by various means, help the newspaper readers who are responsible for reading the papers aloud to their groups to raise their ability so that the newspaper-reading groups can play the role they should.

### **A HARD STRUGGLE MUST BE WAGED AGAINST GRAFT AND STEALING**

(By the Yenpei Regional Committee, Chinese Communist Party, in *Forward*, organ of the Shansi Provincial Party Committee, No. 195, June 24, 1955)

*All co-operatives should give this article their closest attention. They should form supervision committees responsible for examining their account books. These committees must wage a relentless battle against graft and stealing. Party and Youth League branches should take this matter seriously.*

— EDITOR

When agricultural producers' co-operatives in Shansi Province were investigated in 1955, many cadres were found guilty of corruption and other unlawful practices. Investigation of 31 co-ops in Tajen County, where the accounts were in chaos, showed that corruption was reported in six of these co-ops with cadres pocketing a total sum of 161 yuan, and that cadres in nine others were suspected of having sticky hands. Among some 30 co-ops in Shanyin County where a check was made, corruption was found in 18 of them. Some cadres wasted the co-ops' money and enriched themselves at the expense of the co-ops. Such unhealthy conditions were also found in some of the older co-ops. Formerly these co-ops had done a lot of hard work and been run very economically; but when some achievements had been made, the cadres became smug about increased yields, and didn't think it necessary to make any further efforts. They grew haughty

and priggish, unwilling to tolerate any supervision by the membership. They put on airs and went so low as to help themselves to public funds. Such lawless behaviour greatly influenced all the co-op members, lessened their interest in working hard, damaged the reputation of the co-operatives and thus put the socialist transformation of agriculture itself in jeopardy.

The Nanchiaoshan Agricultural Producers' Co-operative in Kuangling County originally had 14 households. But seven withdrew because they were dissatisfied that nothing was done when the production brigade leader (a rich peasant) and the book-keeper made away with some 60 yuan of public money. In Shanyin County, the 18 households of Peilochuang Village had formed a co-op. The leadership somehow took it for granted that the village was one where co-operative farming did well in the county and that the co-op was a standard-bearer. But actually facts were just the opposite. Not only had the way of carrying out Party and government policies been rash and extreme, but the cadres of this co-op were utterly corrupt. Lo Shou-fan, the chairman, set the example. When he was to buy 200 catties of linseed cake for the co-op, he took 40 catties for himself. In buying cotton for padding saddles, he took three catties of good, fresh cotton and replaced it with old stuff. In buying an ox, five yuan found their way into his pocket. He did not mind taking 4.80 yuan out of loans granted to needy members, nor even one yuan from the amount due to some members for road repairs. Once when he had to buy a sow for the co-op, he bought it from a relative which cost the co-op an extra 35 yuan. He stole four pecks of wheat during the threshing, and made away with 16 pecks of linseed during the first pressing. His continued thieving and pilfering irritated the co-op members to the point where 16 of the 18 households filed charges against him with the county Party committee. The person sent subsequently by the committee to investigate the case stayed a couple of days in the co-op, replaced the chairman

with someone else and thought his duty of checking was thereby fulfilled. But actually the main trouble remained untouched. It was understandable that the co-op members were not enthusiastic to do any more work than was necessary. Instances like this, though varying in seriousness, were to be found in many counties. The corruption of cadres could be attributed to the following three causes:

1) The cadres in the co-ops did not have a clear idea what the line was along which co-ops should be steered; they disregarded the policy of "concentrating on the expansion of agricultural production, supplemented by the gradual development of a diversified economy" and engaged, instead, in speculations and private business. Cadres of the Shuiposze Agricultural Producers' Co-operative in Tajen County, including the co-op chairman and three members of the local Party branch, bought 800 yuan worth of ox tripe on credit from the State Provisions Store, hoping to resell the stuff at a handsome profit. But, unfortunately, the tripe did not sell. Not wanting to lose all that money, they asked the co-op members to buy the stuff and thus share their loss. The members did buy about 200 yuan's worth, but this amount was again secretly squandered by these few cadres. They wine and dined and announced brazenly when they had had their fill: "This is what we call socialism." The chairman and other cadres of this co-op also took it into their heads to sell for 160 yuan the eight *mou* of land belonging to four households plus a section of the public road adjoining this land, together with two trees that had been a landmark in the village. With this amount they bought, first of all, a bicycle. They also bought 82 feet of cloth without surrendering coupons to the supply and marketing co-op, and had six suits made. Whenever these cadres had to attend meetings, they strutted in their new uniforms and took turns riding the bicycle. It was their boast that this showed how resourceful and smart-looking the cadres of the Shuiposze Co-op were. At another time, when the State Provisions Store needed stones, they thought

this a rare opportunity to make money. Under cover of night, they made inroads on the supply of stones the Yuho Water Conservancy Bureau kept for its work, and they also carted away the stones that two peasants in the co-op and one outside had bought with a loan for building a well. The thieves got away with one cartload, but were caught with the second. The stones they had managed to get away they sold for 70 yuan. Such unlawful practices caused serious losses to the co-op and lowered its prestige in the eyes of peasants outside.

2) The co-op membership was mixed; the accounting system was in chaos. Some co-ops even did not have account books, which fact made it very easy for the people in charge to indulge in corrupt practices. An example was the book-keeper Chin of the Changtoupou Co-op in Shanyin County. A rich peasant, he had wriggled into this post by making himself out as one of the "active elements" when the co-op was first set up. Once in the job, he began to take things easy. He did not use the account books that were provided for the purpose, kept no record of old accounts, and made a complete mess of the co-op's finances. Bills and receipts were stuffed into a chest. When accounts had to be settled at the end of the year, over 70 out of 2,400 items were found to have been wrongly entered. Three times the published accounts were found in disorder. The members began grumbling. The very first check-up led to the discovery that Chin had put his hand into the till no less than eight times, bagging altogether 44.10 yuan. The methods he employed varied; sometimes he entered a small sum where actually a bigger one had been paid in; or he made a disbursement to appear bigger than it was; sometimes he even didn't make any entry for the intake, but doubled the amount of a disbursement; and so on. Accounts were in such a state that sometimes expenditures were merely reported by word of mouth, with the book-keeper making a mental note of the "entry." Such chaos in the financial system made pilfering very easy.

3) The higher administrative levels did not give sufficient practical leadership to the co-ops for their finances and book-keeping. Even when several cases of corruption were discovered, nothing was done about them. Training centres for book-keepers, with nobody around to give practical demonstrations or explanations, remained paper plans. With only one possible exception, none of the 27 training centres for book-keepers for the 129 co-ops in Shanyin County functioned at all. The finances of 86 co-ops were in a muddle and nothing was done about it for a long time. Of the three people sent by the county to help with book-keeping, one was put in charge of "internal affairs" in the Bureau of Agriculture and Forestry, while the two others were put in charge of the bureau's canteen. In three whole months the book-keeping instructor of Tajen County did not once go out into any of the villages. "We are rejected by both sides"—by the Bureau of Agriculture and Forestry and by the Rural Work Department of the Party—people said sadly. Since this potential force was not utilized to their best ability and since the ordinary cadres of the county neither knew how to do financial work nor cared for it, the disorder in the co-ops' accounts was never put to rights. By March 1955, of the 465-odd co-ops in the counties of Tajen, Yinghsien, Shuo-hsien, Yangkao, Yuyu and Pinglu, 61 had not yet settled their accounts for the distribution of income for the year 1954. Naturally the members weren't too keen to go on working hard.

Better guidance in the financial work of agricultural producers' co-operatives is an important measure for their consolidation. It is as incorrect to pay no attention at all to this matter as to be perfunctory about it. The leadership of the county should classify co-ops as good or bad according to whether their finances are efficiently administered; should make the book-keepers' training centres function properly; should make it a rule that the responsible cadres meet regularly at certain periods, making the best co-op their pivot;



should call meetings to discuss and exchange experience, learn from one another and improve the work, and should fix a deadline for the settlement of all accounts. Every co-op must draw up a budget; accounts must be entered properly every day and balanced at the end of every month. Financial work should be put under supervision by the membership, and the keynote in running co-ops must be hard work and economy. In addition, book-keeping instructors should divide the work, so that each will be responsible for intensive work in a specified area, seeing that accounts are kept properly. They should give more practical guidance to book-keepers, set up the necessary systems for book-keeping and accounting, cite as examples those co-operatives that are doing well, sum up their experience and popularize it.

At the same time, those co-ops where finances and book-keeping were in chaos should be subjected to thoroughgoing examination, so that all the difficulties can be uncovered and resolved. Cadres guilty of corrupt practices should be investigated and all incriminating facts brought to light; then they should be dealt with as circumstances and the nature of their misdeeds warrant it. Those who are heavily implicated in corruption and those who are working for ulterior purposes (like landlords, rich peasants and counter-revolutionaries) should be punished according to law. Their crimes should be made public so as to educate the masses.

### **HOW FOUR CO-OPS IN WANGMANG VILLAGE, CHANGAN COUNTY, ORGANIZED A JOINT MANAGEMENT COMMITTEE**

(By the Rural Work Department, Shensi Provincial  
Committee, Chinese Communist Party,  
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*This is a useful experience which all places can emulate. District Party committees and township Party branches should draw up plans whereby those small co-ops which intend to merge first organize a joint management committee like the one in Wangmang Village, Changan County. After a period of joint management, they can go ahead and combine.*

— EDITOR

### **HOW THE JOINT MANAGEMENT COMMITTEE WAS FORMED**

In the winter of 1954 more than 100 peasant households in Wangmang Village, Changan County, Shensi Province, applied for admittance into the local agricultural producers' co-operative. This was the result of the propaganda and education carried out among the peasants which helped them to understand the general line of the state for the period of transition to socialism. The achievements of the Pu Chung-chih Agricultural Producers' Co-operative, set up in the village a year ago, helped to open their eyes. As the responsible officers of the co-op at that time thought that they did not have enough experience in running a large co-op, they ex-

panded the old co-op to embrace 66 households instead of 14 and renamed it Co-op No. 1, and set up, in addition, 3 new co-ops which were called Co-op No. 2, Co-op No. 3 and Co-op No. 4 respectively. The total membership of the four co-ops had thus increased to 135 households. In order to make it easier to exercise unified leadership and pave the way for forming a large co-op, the four co-ops in question organized the "July First" Joint Co-operative. Economically, the co-ops remained independent of one another. The joint management committee was composed of the chairmen, vice-chairmen and book-keepers of these co-ops. A chairman and a vice-chairman were elected from among its members to head the joint committee which generally met once every ten days to study and solve such important questions that faced the different co-ops as plans of agricultural production and subsidiary occupations, projects for soil improvement, finance and accounting, distribution of income, summing-up of experience in production, selection of model workers, etc. Minor questions were dealt with whenever they arose through consultations between the co-op chairmen. In the beginning and at the end of a farming season, the joint committee was to call a general meeting of members to explain the jobs they were expected to do or sum up the experience they had gained in their productive activities. Six months passed and practically all the members recognized that a small co-op was not as good as a large one and requested that the four small co-ops be amalgamated. Before the autumn harvest of 1955 they were merged into a large co-op, with 23 new member households joining it.

#### HOW THE JOINT COMMITTEE GIVES ITS GUIDANCE

Firstly, in dealing with questions that arise in the different co-ops, officers of the joint committee must not make arbitrary decisions, but must consult with the co-op chairmen and canvass the members for their opinions. In the spring

of 1955, shortly after the formation of the joint management committee, the various co-ops wanted to exchange their small draught animals for large ones, so that they could carry out deep ploughing and intensive farming. But the prices of animals in the local market were high and, moreover, it was hard to get them. The joint management committee took up this question with the co-op chairmen and it was decided to send experienced and reliable co-op members to buy the animals elsewhere. They went to Hupeh and Szechuan Provinces twice and bought 26 mules and horses, to the great satisfaction of all the members. However, when the animals were to be distributed, every co-op wanted to have the large and strong animals and those which cost less money. Such being the case, Pu Chung-chih and Yi Chi-tung, chairman and vice-chairman of the joint committee, consulted with the leading officers of the various co-ops and reached an agreement with them. A meeting of the joint management committee was called, during which a decision was made to the effect that the animals should be distributed in the interest of the collective whole, while taking into account the needs of the individual co-op, and that the animals allocated to each co-op must include both good and lean ones. A tentative plan for the distribution of the animals was put forward for democratic discussion by the members of the various co-ops. The arrangement finally reached made everybody happy.

Another example. Every co-op had a mill for making vermicelli from bean starch. The members had to go to a place 15 li away to buy beans from the supply and marketing co-operative and to deliver the vermicelli they made. Besides, the selling of pigs and buying of fodder bean-cakes would entail a lot of trouble if they were done by the co-ops separately. The joint management committee took up this question immediately. After consulting with the various co-ops, it was agreed that the joint committee should make unified arrangement to allocate manpower to do the work. To settle questions like those mentioned above, the joint

management committee never failed to seek the advice of the various co-ops, and decisions were made only after the members had fully expressed their opinions. There were many advantages in so doing. (a) It saved a lot of manpower and money for the co-ops. The purchase of draught animals as mentioned above, for instance, saved the time of six men and more than 1,000 yuan for them. (b) If such questions were handled by the co-ops separately, they were likely to run into difficulties which would not arise if their resources were pooled together. (c) By giving full rein to the spirit of democracy in dealing with various matters, the joint committee set an example for the officers of the various co-ops to rely upon the masses and to run the co-ops in a democratic way. (d) Co-op members were brought to realize that the officers of the joint management committee were competent and impartial in their work, and the prestige of the committee was enhanced. The members gradually came to the conclusion that a large co-op could be run successfully once the small co-ops were merged.

Secondly, the joint committee made unified arrangement and gave co-ordinated leadership in respect of all the important matters that concerned all the member co-ops. Work was done in this way: First, its chairman personally led a co-op (or a production brigade) so as to obtain experience through actual practice, and the experience thus gained was studied and discussed by all those concerned. The next thing was to lay down measures in the light of the actual conditions of the various co-ops and put them into practice. In drawing up production plans in the spring of 1955, the three newly established co-ops which had just been brought under collective management didn't know what to do about allocating manpower and arranging farm works. The joint committee first helped Co-op No. 1 to draw up its production plan and set the norm for crediting the work-points of a specified job. Through popularization by the joint committee, the other co-ops benefited from the experience gained by Co-op

No. 1. Co-ops No. 3 and No. 4 were inexperienced in the matter of accounting. Wrong entries and missing items were not uncommon in their books. The joint committee carefully considered this question and decided to organize "accounting mutual-aid teams." These teams entered into mutual-aid agreements under which a meeting was to be called twice a month (on the 1st and 15th of every lunar month) to study and solve any questions that might crop up; and those who attended the meetings were to bring the ledger books with them. The accounts must be made public to the members in oral statement once a month, and in written statement once every three months. This helped the book-keepers of the various co-ops to do their work better, and financial and accounting work was thus placed on a sound basis. The distribution of autumn harvest affected the economic interests of all co-op members, and the work was as important as it was complex and delicate. The leadership of the joint committee asked all the members to study the scheme of distribution drawn up in advance by Co-op No. 1, and in this way helped to solve the question of distribution for the other three co-ops. Since the joint committee included all the key personnel of the various co-ops, it was in a position to help solve those difficulties arising from the fact that there were too many co-ops and very few officers, and that experience in collective farming was still inadequate, and to concentrate all their efforts on studying and solving problems in the various co-ops. It was also in a position to play to the fullest the role of helping the backward co-ops with the experience of the advanced ones, the new co-ops with the experience of the old ones, and the co-ops under weak leadership with the experience of those which enjoyed a strong leadership, thus ensuring each and every co-op to do a first-rate job in production. The officers of Co-op No. 3, for instance, were comparatively weak and not so capable, but after the joint committee gave them a helping hand and showed them the right way of doing things,

they were able to make their own co-op keep abreast with the others. The joint committee also succeeded in training a group of cadres capable of doing big jobs. When the joint committee was formed, the chairmen, book-keepers and production brigade leaders of the three new co-ops were inexperienced. By now most of them were able to do their jobs properly without much outside help. And this would help solve the staff problem of the large co-op when it was formed.

Thirdly, the four co-ops in Wangmang Village, Changan County, were not of the same standing both in regard to their economic condition and the level of political understanding of their members. Some tried to rush ahead of others and, in handling practical questions or dealing with small matters, they only considered their own interests without the slightest regard for others. Some chairmen didn't want to work together with other co-ops because they thought that they were more capable than the others and that their co-ops had large animals and all the farm tools they needed. Other chairmen were in the habit of trotting out their own co-ops and telling their members that their co-ops would surely get more income than the others because their land was good, near the village and would save labour, and also that they had more favourable conditions for running side lines. If this way of thinking and doing things were allowed to grow unchecked, the result would be that each co-op would mind its own affairs and the joint co-op would exist in name only. To stop this wrong tendency from developing, the Party sub-branch in the village and the leading officers of the joint committee decided to take the following steps:

1) From the day the joint co-op was formed, the Party sub-branch paid attention to instructing the officers and members of the various co-ops on the importance of working collectively and on the necessity of a merger in the future. It was explained that the joint co-op was merely a transitory form; sooner or later the various co-ops must be merged into

one. The joint co-op was an organic whole, and if things went wrong with any one co-op, the rest would also be discredited. Only when the joint co-op was a success could honour go to all, and could a foundation be laid for merging the small co-ops into a large one. In this respect, every member co-op had its responsibility and every member should contribute his proper share. The leadership took every opportunity to impress the co-ops on the importance of running their affairs in the interest of the whole, and of helping each other to overcome difficulties in their work. Such education was usually carried out in co-ordination with the productive activities. In the summer harvest of 1955, because it did not have enough animals, Co-op No. 1 lagged behind in threshing. The joint committee persuaded Co-op No. 2 to lend two beasts to the former. The co-ops also helped each other in running their side lines (mainly making vermicelli from bean starch, as indicated above). When one co-op was short of raw materials—coal, firewood or tools, the other came out to help. Apart from this, Co-op No. 1 and Co-op No. 2 taught members of Co-op No. 3 and Co-op No. 4 the skill of making vermicelli. The co-ops gradually forged closer relations between themselves and a sense of working as a collective was steadily developed among their members. After the summer harvest was over, one of the draught animals in Co-op No. 4 suddenly fell critically ill. When Chao Ching-hsiu, a member of Co-op No. 1, discovered this, he at once went out on his bicycle to fetch a vet and get medicine for the animal. The joint committee didn't let slip any opportunity to explain to the members that a small co-op, with a few households in it and limited resources, couldn't make as good a job of its productive work as a large one. Co-op No. 3 and Co-op No. 4, for instance, had more land than their members could cultivate, and the land was so far away from the village that, despite their efforts, they failed to reap a good harvest. Co-op No. 1 and Co-op No. 2 had surplus manpower which was not fully utilized. As all the

four co-ops had mills for making vermicelli and reared pigs, it was impossible for the leaders of the co-ops to concentrate their efforts on agricultural production. These facts brought the members to realize that a single large co-op would do far better in production than four small co-ops working independently. So everybody requested that the co-ops be merged at the earliest possible moment.

2) Questions which affected the interests of the various co-ops were dealt with according to the socialist principle; things were not allowed to run their own course, nor compromises made with the idea of "departmentalism." In the spring of 1955, the joint management committee proposed that the plots of land interlocked with each other but belonging to different co-ops should be exchanged on the basis of voluntariness and mutual benefit, so as to facilitate the productive works of the various co-ops. Every co-op supported this proposal. But when it came to the actual exchange, some co-ops thought only of their own interests and wanted the fertile land of other co-ops in exchange for their land which was lean, scattered, far from the village and with poor irrigation facilities. The co-ops quarrelled over this for a long time; no solution could be found to the satisfaction of all, and the co-op chairmen were at loggerheads. Yi Chi-hsi, who was a Party member and the chairman of Co-op No. 2, was particularly noted for his "departmentalism." He told his co-op members that they got a raw deal from the joint committee in the matter of exchange of land, and this led to a split between some of the members and the leadership of the joint committee. The Party sub-branch tackled the question in good time by calling a meeting of Party members, at which Yi Chi-hsi was criticized and the members were reminded that, on the question of exchange of land, they must take into account the interests of all concerned. A number of Party members examined their own attitude towards this question. Yi Chi-hsi made self-criticism before the meeting. In the end, the question was fairly and reason-

ably solved. The way this question was dealt with helped to raise the level of political understanding of all the members.

3) The leadership of the joint committee must always understand what was uppermost in the minds of the members and find out if there was any difference between the various co-ops. Once the idea of "departmentalism" cropped up they must find the ways and means to get rid of it.

#### FOUR MERGED INTO ONE

The joint committee, under the leadership of the Party sub-branch, constantly carried out political education among the members and made efforts to overcome "departmentalism." This helped to forge closer relations between the different co-ops and instilled the members with a collective spirit. Having gone through the strenuous work in the summer harvest, they saw more clearly than ever that although the small co-ops were superior to the mutual-aid teams they were restricted in so many ways that further development of production was impossible, and so they felt more keenly the need of merging the four small co-ops into a large one. The members of Co-op No. 4 felt that their work was much too heavy for lack of manpower. The leadership of Co-op No. 3 was comparatively weak and was unable to promote work in the co-op. "The sooner the co-ops are merged the better," said Kao Tseng-chen, a co-op member. "That's the way to get solid leadership." After the summer harvest was over the Party sub-branch called a meeting of the members on the committee of the Party sub-branch. It was decided that the small co-ops would be merged after the autumn harvest and that members of mutual-aid teams and peasants working on their own would be enrolled. Next, the Party branch called a general meeting of its members at which the following questions were discussed: Would it be better to merge the co-ops or not? If it was better, what steps

should be taken to merge them? Was it necessary to enrol new members after the merger? If no merger was effected, would further development be handicapped? If there was to be a merger, what questions would have to be solved? Those present at the meeting sized up the situation and, after weighing the pros and cons, everybody was for the formation of a large co-op in the village. Meanwhile, two Party members were sent to persuade members of three mutual-aid teams to join the co-op. The third step was the calling of a meeting of members of the joint committee, during which Pu Chung-chih raised the question of merging the four small co-ops into a large one and obtained the agreement of the leading personnel of the different co-ops. The fourth step was the calling of a general meeting of co-op members, to which mutual-aid team members and peasants working on their own were invited. In the course of summing up the work of the first half of the year, the officers of the joint committee again raised the question of merger and the question of new membership for co-op members as well as mutual-aid team members and peasants working on their own to discuss. All co-op and mutual-aid team members supported the amalgamation of the co-ops. The fifth step was for people inside the Party and outside it to study the principles and the measures in dealing with the practical questions of amalgamation and enrolment of new members. These principles and measures were chiefly as follows:

- 1) The common property of the different co-ops (including equipment for subsidiary occupations and the draught animals, carts and ploughs granted by the government as rewards) should be wholly transferred to the big co-op, as it was the socialist property of which every member had a share.

- 2) When new members pooled their animals as shares in the co-op they would be reckoned at market price. Animals which belonged to the various co-ops were to be transferred

to the big co-op at the price originally paid by the co-op which owned them.

- 3) The land which belonged to the members of the different co-ops was to be transferred to the big co-op, the number of shares being reckoned as when they first joined. The land pooled by new members in the big co-op should be dealt with in the same way as the land pooled by members who had previously joined the small co-ops.

- 4) Autumn crops should be reaped by the co-op which had sown them, while winter wheat was to be sown under a unified plan. Finally the joint committee called a meeting for merging the co-ops and enrolling new members; at the meeting three mutual-aid teams (including 21 households) and two peasant households working on their own enrolled. There were 158 households in the big co-op, all told. All the peasant households in the village, with the exception of ex-landlords and rich peasants and four middle- and poor-peasant households, joined the co-op.

## THE SUPERIORITY OF LARGE CO-OPS

(By the Municipal Committee of Hsinhailien, Chinese Communist Party, September 21, 1955)

*This is a very well-written article, well worth reading.*

*Most of our present semi-socialist co-ops have only twenty or thirty families in them, because co-operatives of that size are easy to run and they give the administrative staff and the members an opportunity to gain experience quickly. But small co-ops have fewer members, less land and not much money. They cannot operate on a large scale or use machinery. The development of their forces of production is still hampered. They should not stay in this position too long, but should go on to combine with other co-operatives.*

*Some places can have one co-op for every township. In a few places, one co-op can embrace several townships. In many places, of course, one township will contain several co-ops.*

*Not only the plains sections can form big co-operatives, the hilly regions can form them too. The township in Anhwei Province where the Futseling Reservoir is located is all hills. Yet a big farming, forestry and animal husbandry co-op has been established there that stretches dozens of miles in each direction. Naturally, combining of co-ops must*

*be done in stages. Suitable administrative personnel are necessary, and the members must agree to the merger.*

— EDITOR

The Advance Agricultural Producers' Co-operative of Chaoyang Township, Hsinhailien in Kiangsu Province is a big co-operative. The co-operative has 578 families, which comes to 93 per cent of all the peasant families in the township who can be organized. It has 1,568 units of labour power. It has 3,344 *mou* of land pooled by its members, 2,200 *mou* of reclaimed waste land (there are 4,400 *mou* of reclaimable land in the township) and 350 *mou* of land on lease. There are 32 Communist Party members and 134 Youth League members in the co-operative.

Chaoyang Township is on the slope of Yuntai Mountain and was a terribly poverty-stricken rural area before land reform. 50.6 per cent of the land was owned by landlords and rich peasants who constituted only 2.4 per cent of all the inhabitants. Poor peasants, who made up 81.3 per cent of all the inhabitants, owned only 28.6 per cent of the land. Oppressed and exploited by the landlords and rich peasants, the peasants could only obtain an annual return from their land to feed themselves for three months. At that time, over 40 per cent of the peasants in the township were forced to go elsewhere to beg or do odd jobs. Theirs was a life of empty belly and cold back. Those remaining at home to till the land were old, weak, disabled or sick people, women and children who could not easily leave the township. Because of the shortage of labour power farm work was very poor.

## FROM MUTUAL-AID TEAMS TO CO-OPERATIVES, FROM SMALL TO BIG CO-OPERATIVES

The enthusiasm of the peasants for production was greatly raised after land reform in the spring of 1951. But there

was a widespread need for farming implements, draught animals and agricultural technique. The township Party branch, after studying the draft decisions of the Central Committee of the Communist Party of China on mutual aid and co-operation that winter, led the peasants to set up four temporary mutual-aid teams with 30 families. Mutual-aid teams increased in 1952. By autumn of that year, there were 71 year-round mutual-aid teams and 13 temporary teams comprising 74.1 per cent of the peasant families. After this, the emancipated peasants solved problems regarding draught animals, farm tools and labour power for the most part and reaped a good harvest. That winter, some of the more enlightened peasants in the year-round mutual-aid teams began making preparations for the establishment of a co-operative.

The Advance Agricultural Producers' Co-operative was formed in the spring of 1953 from the year-round mutual-aid team of model peasant Yang Chin-ting with 15 poor-peasant families and one family of the lower section of the old middle peasantry. In the three years since it was set up, the co-operative has increased its output each year, in spite of natural calamities in two years. The superiority of collective management has greatly impressed nearby peasants and the Advance Co-operative has expanded from year to year. It grew to 132 families in the winter of 1953, and further to 578 families by the winter of 1954. Thus it has become a very large co-operative.

#### FROM NO DIVISION OF WORK TO DIVISION OF LABOUR AND OCCUPATIONS

This big co-operative has a lot of people and land, and engages in varied lines of productive work (there are plains, mountains, rivers, agricultural work and subsidiary rural occupations). It faces complex problems in its daily work and the members have different ideas of their own. The cen-

tral task in consolidating this big co-operative is to strengthen its organization. The Advance Co-operative feeling its way forward during the past three years has been advancing steadily. When its membership increased from 16 to 132 families, its leading body still remained unchanged. The co-operative had only a management committee with a division of labour among its chairman and vice-chairman and five committee members. But in the production brigades no one had any special duties, apart from the brigade leaders and deputy leaders. The management committee members either spent the whole day in the brigades or threw the whole weight of work on to the brigade leaders. Consequently the latter became much too busy and could not cope with their work. Some of them said: "There are too many demands made upon us and we don't know what to do." The management committee members could not make a thorough study of their work nor could they carry through any plan. As a result, the work of the co-operative was done poorly: farm tools allotted to the production brigades were thrown about at random; nobody looked after the harvested grain; no one took charge of the political education of co-operative members; labour discipline was lax. The end result was that the co-operative chairman had to take everything into his own hands. When he took charge of maintenance work, he neglected production; when he gave production his personal attention he neglected financial affairs. He attended to everything and could do nothing well.

The facts teach the leading personnel of the co-operative that a big co-operative should practise a division of labour if success in its work is to be assured. When the co-operative expanded in 1955, the following committees were set up under the management committee: a supervisory committee (7 members), a production technique committee (9 members), a financial management committee (7 members), a public security committee (9 members), and a cultural and public health committee (7 members). (It is to be noted that the super-



visory committee should be independent of the management committee and responsible directly to the general meeting of members or the representative conference of the co-operative members.) The chairman of the co-operative and members of the management committee became chairmen of these committees. Specialized groups were also formed in each production brigade in which a member from each production group serves. All specialized committees and groups hold meetings at fixed intervals to study matters in the light of the co-operative's plan. Important questions are decided by the management committee. Matters of a general nature are decided directly by the various bodies concerned. For instance, in the spring of 1955, when the co-operative decided to publicize the transplanting of water paddy (originally rice had been sown here on non-irrigated fields), the production technique committee held meetings to study the question. It sent people to other places to learn the technique of transplanting, selected plots for experiment (such plots should be near water sources) and drew up a concrete plan. After discussion and adoption by the management committee, the plan was given to the production brigades and groups to carry out. The expansion of the production brigades (the biggest consisting of 140 families) was followed by an increase in the number of production groups (altogether 41 in the co-operative). Committees were also formed within the production brigades to strengthen collective leadership. A production brigade is an independent unit operating under the leadership of the co-operative. On the one hand, the brigade carries out the co-operative's plans and measures, on the other, it draws up detailed executive plans based on its specific conditions and organizes and supervises each production group and its members in the timely fulfilment of their tasks. In such organizations in the co-operative, the heads of the co-operative, brigades and groups have a clear-cut division of labour, apart from the members who are assigned special duties. The chairman of the co-operative particularly takes

charge of political and ideological education in addition to being responsible for the co-operative's over-all work. Of the co-operative's vice-chairmen, one is responsible for production techniques, one for financial affairs and another for capital construction. Heads of the production brigades, apart from being responsible for the over-all work of their brigades, are also responsible for political and ideological education and inspect and check up on the book-keeper to see that the accounts are kept properly. Deputy heads of brigades are responsible for production and the protection of common property. All production group heads are responsible for directing production. The production group head, in accordance with the group's plan, allocates labour power for an assigned task and controls the distribution of work-points for which he is responsible.

#### FROM CONFUSION TO PERFECT ORDER

When the Advance Co-operative was set up there was no division into brigades or sections and all members worked together in great confusion. Nobody went to work in the morning unless the co-operative chairman called him up. Dozens of members worked on a piece of land with everyone trying to till as much and as quickly as possible, without regard to the quality of his work. An evening discussion on accrediting work-points would frequently last till midnight. All co-operative personnel complained that they "could not stand the strain." When membership in the co-operative increased to 132 families in the winter of 1953, everybody felt that the original way of working was impractical, and so the co-operative began to form production brigades, production groups, mark out areas for cultivation and carry out the system of responsibility for work. But in marking out areas for cultivation the land originally belonging to individual families was still allotted to these families to work on, so it often happened that members living at the west end of the village had

to work their land at the east end and vice versa. For instance, the 4th brigade on the east end had 7 *mou* of land on the west end five *li* away. But this land was not allotted to the nearby 2nd brigade, thereby involving a great waste of labour power. No standard norm was fixed beforehand for different kinds of work under the system of responsibility. Land was assigned to the brigades at 12 work-days per *mou* and when the work-points were discussed at meetings, all past work was calculated at this rate. In this manner, the number of work-points far exceeded the work-days allowed, since summer planting alone required 12 work-days. Nobody wanted to do work for which there were no work-points, and this created chaos in the responsibility system.

In 1955, the management committee improved the work of the co-operative in the light of the experience gained during the previous two years. First of all, it made a rational readjustment of the production brigades and production groups and redivided the cultivation areas. The whole co-operative comprised seven production brigades distributed on the basis of the location of villages. The largest brigade had 140 families and the smallest, 38. A separate brigade for subsidiary rural occupations was formed because of the great variety of such occupations and the large number of members who took part in them (as many as 350 members at one time took up subsidiary occupations). Altogether 41 production groups were formed under the brigades on the basis of the labour power, level of technique, distance from fields and ability of the leading personnel. The largest was composed of 18 families, the smallest, 12. At the same time, the land of the co-operative was divided into seven sections that were permanently assigned to the brigades in accordance with the average acreage per labour-power unit and the topography of the villages. The brigade equitably re-allocated its land to the groups for permanent cultivation, taking into consideration these factors: amount of labour

power, distance from the field, irrigated or non-irrigated land, kind of crops to be planted and quality of the soil.

Secondly, planned management was instituted. The co-operative had its yearly plan and seasonal plans, and the production groups had short-term plans. Included in the yearly plan were the production norms for agriculture and subsidiary rural occupations (the agricultural production plan covers the cultivated acreage) and all measures to be taken for ensuring the fulfilment of the plan, including the irrigation projects. The seasonal plan dealt mainly with each season's concrete work mapped out on the basis of the yearly plan. In their short-term plans, the production groups specifically set the amount of time and labour power for every work assignment. Plans were drawn up in this manner: The management committee, in accordance with the requirements of the state and the people, first of all determined the potentialities for increased production by a thorough investigation of the co-operative's land (as for instance high-yield land, low-yield land, land suitable for dry cultivation or water paddy) and placing the various crops in order of importance (as for instance, why the output of such crops should be increased or reduced). The committee, taking into account the labour power, financial and technical conditions of the co-operative, also put forward initial recommendations for discussion by the brigades, groups and all co-operative members. The committee then amended its recommendations on the basis of the opinions of co-operative members and submitted the revised recommendations to a representative meeting of the co-operative members for decision. The decision was then passed on to the brigades and groups to discuss the ways of carrying it out. Seasonal plans were drawn up through the same procedure, based on the direction of the yearly plan and the specific conditions of the season (such as natural conditions). Seasonal plans and short-term plans were inter-linked. When the plan for one season was drawn up the preparatory work for the next stage had to be included. This

was to ensure a link-up between the plans and prevent any discontinuity. The advantage of drawing up plans in this way is that the plans thus formed will work out all right, they meet the state's requirements and give full scope to the enthusiasm of the masses. For example, in the autumn of 1955 the co-operative planned that every group should select 160 catties of good seeds. In their discussions, however, the members said that this work should be done more energetically because of its importance to production. They decided that the labour power then available would enable every group to select 250 catties. Take another example. The irrigation project for the spring of 1955 was extensive and beset with difficulties. At the outset some of the personnel were not very confident that the projects could be completed. In the discussions, co-operative members voiced their support to the plan and made many proposals to overcome the difficulties. This ensured completion of the projects as scheduled. When a plan has been drawn up and is being carried out, the co-operative chairman, members of the management committee and the supervisory committee should go to every brigade and group to investigate how the work is proceeding, discover any problems and study and solve them in good time. If they come across good methods or outstanding achievement, these should be commended and given immediate publicity in writing or by mention in the wall newspaper. Mutual inspections should also be carried out by the brigades to encourage each other and exchange experiences. At the end of every month and every season, a summing-up by the masses is made from top to bottom to analyse how the plan has been carried out and give commendations or criticism. At the same time the production plan for the next month or next season is drawn up.

Then there is the system of responsibility with fixed norms and piece-work. The brigades are responsible to the co-operative for fixed assignment and output. The co-operative leadership makes detailed calculations of the entire process

of cultivation for all kinds of crops and sets the norm for all kinds of farm work, taking medium labour power as the standard. It works out the work-points required for a *mou* of land and the total work-points for each brigade and assigns the work to each brigade. The output of each kind of crop to be produced by each brigade is calculated on the basis of the output level assessed in 1954 and responsibility for carrying it out passed on to every brigade. Twenty per cent of above-norm output is appropriated for the co-operative's common reserve fund and welfare fund, while 80 per cent is placed at the disposal of the brigade. The co-operative bears responsibility for any decrease in output due to overwhelming calamities. Work-days are deducted proportionately if the decrease in production is due to failure in carrying out the co-operative's plans in the course of production. The brigades assign work to the groups on an annual basis, with the same work-points given them under the responsibility system. If the general output of a brigade exceeds its norm, rewards may be given to the groups according to their achievements after discussion and appraisal. If the output of a brigade is below its norm, work-points may be deducted on the basis of conditions in the various groups also after discussion and appraisal. The production group, after accepting the assignment from the brigade, sets the time-limit for completion of the work with 80 per cent of the work-days provided by the brigade. The rest of the work-days are reserved for extra work or special difficulties that may arise. Should there be surplus work-points after the accounts are drawn up, they are returned proportionately to the members. The groups fix concrete work-points on the basis of a uniform work-points standard fixed by the co-operative and on the basis of the advance study they make of conditions of cultivation and the distance members have to travel to the fields, and then assign work to their members on this basis. Every member receives standard work-points after fulfilling his assignment,

if his work can be clearly differentiated from that of others. Work that cannot be clearly attributed to individual members is paid for after discussion by the members in accordance with the work-points set for the assignment. Fixed work-points are paid to members who are responsible for looking after draught animals and other livestock. They are awarded if they tend the cattle well and are held responsible for poor management. Work-points for subsidiary rural occupations are fixed in two ways. For work which receives a daily wage, as for example, digging salt in a salt field, work-points may be fixed according to the wages received by each worker. In the case of afforestation or planting of fruit trees, which yields nothing for the time being, the voluntary labour of the members is recorded so that they may be paid accordingly at a later date when their work yields proceeds.

#### POLITICAL AND IDEOLOGICAL WORK

After a peasant has joined a co-operative, he faces a constant struggle between personal and collective interests, between immediate and long-term advantages, and between capitalist and socialist ideas. Thus, it is essential to strengthen the political and ideological education among the co-op members if the continued advance of the co-op is to be ensured.

1) While developing the co-operative, those who give a good account of themselves during the movement should be drawn into the Party or the Youth League to augment their ranks. The number of Party members has grown from 11 at the time the co-operative was set up to 32 at present (all members of the co-operative) and they are divided into five Party groups. Youth League members have increased from 63 to 134 (all co-operative members) and a general branch has been set up with seven sub-branches in seven production brigades.

2) Educate co-operative members in the collective spirit and patriotism by the use of typical examples. For instance in the spring of 1955, one of the co-operative's cows calved in a field flooded with water. The weather was cold and the calf was freezing to death. When co-operative member Sun Ping-chung saw it while he was collecting manure, he covered the calf with his padded jacket and put his padded cap on its head. He carried the calf back to the co-operative and saved its life. The Party branch made use of this incident to launch an educational campaign on love for the co-operative, thus combating certain members' attitude of indifference to common property.

3) Periodic emulation campaigns and their evaluation. The co-operative competes for a month and the brigades for a fortnight. The content of these is simple and clear-cut and is based on the requirements of the season and of production or according to the main task of the period. During the emulation campaign, mutual inspection and supervision exists between brigades and between groups. A mass summing-up and evaluation are made and red banners awarded to the winners. When the accounts are drawn up after autumn, model brigades and groups are selected by comparison and prizes are awarded. Once every ten days every group holds a democratic review in which self-education is carried out by the masses. Subjects under review include attitude toward work, protection of common property and unity among the members for the period under review and members at the meeting make criticism and self-criticism. This is important for advancing production and improving unity.

4) To meet the cultural demands of the members, the co-operative has set up nine spare-time schools for adults, a library, and an amateur dramatic group which gives brief performances at regular intervals to arouse the labour enthusiasm of the members and cultivate a collective spirit.

### THE BIGGER THE CO-OPERATIVE, THE GREATER THE SUPERIORITY

The existence of the Advance Co-operative over the last three years fully shows the superiority of collective farming. This superiority became all the more marked after the co-operative expanded. This can be seen from its output. In the first year of its existence, the 16 member families of the co-operative, 15 poor-peasant and one lower middle-peasant families, were facing many difficulties in production. The better-off peasants near the co-operative said scornfully: "Just look at their superiority!" The autumn harvest, however, furnished a ringing answer. The yield for every *mou* in the co-operative was 301 catties, the highest in the township. Compared with the time before the co-operative was set up (that is, compared with the basic output fixed at the time of land reform), the yield had increased 50 per cent. It was 20 per cent higher than that of peasants outside the co-operative. In the second year, the co-operative had good summer and autumn harvests. Its total annual output increased by 18.4 per cent and that of wheat and water paddy by more than 50 per cent. There was drought in the summer and autumn of 1955, and apart from a slight increase in sweet potatoes, the yield per *mou* was lower than that of 1954, with the output of wheat, rice and maize ten per cent less. Its harvests nevertheless were still higher than those of nearby mutual-aid teams. Maize output, for example, was higher than that of mutual-aid teams by 12 catties per *mou* and higher than that of individual peasants by 19 catties. In the winter of 1954 and spring of 1955 the co-operative reclaimed 1,400 *mou* of waste land and increased its grain output by 260,000 catties. It also expanded its area cropped more than once a year with an additional 500 *mou* planted to wheat and 70 *mou* to sweet potatoes. Thus the total output in 1955 was higher than that of 1954 by 26 per cent.

What made it possible for the Advance Co-operative to increase its output? This was because the characteristics of a big co-operative were fully utilized and its superiority developed:

1) Land was completely readjusted. In the past the land was divided into widely scattered small plots, usually far away from the homes of its tillers. Li Chi-meng, a peasant living in Tungan Village, had 2.3 *mou* of land in Hsiwan, five *li* from his home. It was inconvenient for him to go to work on his land and he could not transport manure there. There were altogether 1,103 *mou* of such scattered fields in the co-operative. Readjustments were made in accordance with residence. This saved 2,000 work-days formerly spent in travelling to and from fields. Arable land was expanded by 20 *mou* through the levelling of 500 boundary ridges. This created conditions for intensive cultivation.

2) Only suitable crops were planted. In this part of the country, rice had been sown directly on the land before it was flooded and great contradictions arose between the planting of early and late rice crops. In the past, the poor peasants generally grew early rice crops because they lacked capital. When it was time to open the sluice gate to irrigate the crops, the wheat growing in the late rice crop fields had not yet been harvested, and the peasants owning such land were opposed to letting in water. This frequently led to fights and the farm work suffered. Now, because of thorough investigation by the co-operative, 250 *mou* growing early rice crops in the midst of late rice fields have been switched to late rice crops. This has not only solved the difficulties involved in irrigation but, by switching to late rice crops, an increase of over 100 catties per *mou* has resulted.

3) Carry out technical reforms, particularly deep ploughing, close planting and increased manure. In the past, 50 per cent of the wheat fields and 60 per cent of the rice fields in the co-operative did not use any manure. Now 70 per cent of the wheat fields and 87 per cent of the rice fields use

manure. The amount used has also been increased. Originally 1,500 catties of manure were used on a *mou* of wheat, but now 3,000 catties are used. With regard to deep ploughing, in the past ploughing was less than three inches deep, but now double-shared ploughs used on a quarter of the land plough more than five inches deep. Even when the old-type ploughs are used, they generally bite about four inches into the earth by combined ploughing.

4) Expand the area to double crops, turning one-crop fields into two-crop fields. In the past only 2,300 *mou* of summer wheat were planted, but now the area has been expanded to 2,800 *mou*, not including reclaimed waste land.

5) Plant high-yielding crops instead of low-yielding crops. For example, the acreage planted to low-yielding green peas has been reduced year by year and planted to soya beans instead. The acreage under green peas was reduced from 391 *mou* to 73, and that under soya beans increased from 174 *mou* to 492 *mou* at present.

6) Make full use of labour power in capital construction projects. First of all, the labour power of the entire co-operative was organized to reclaim waste land on a large scale during the slack season. In the winter of 1954 and the spring of 1955, altogether 1,400 *mou* of waste land was reclaimed. With the 800 *mou* previously reclaimed, the total came up to 2,200 *mou*. Secondly, launch irrigation projects. In the winter of 1954 and the spring of 1955, 450 men and women members of the co-operative spent 8,622 work-days digging 19 canals both to conserve water and drain it off the land reclaimed, thereby protecting it from natural calamities. For example, the crops on 800 *mou* of land reclaimed in 1953 all withered because of the autumn drought. No crops had ever been grown on 500 *mou* of these 800 *mou*. A complete change took place in 1955. Thirdly, carry out diversified production by making use of hilly areas in accordance with the natural conditions of the township. The over-all aim of the co-operative is to turn barren hills into groves and hill slopes

into orchards. At present saplings have been planted on the top of high hills and 47,000 fruit trees have been planted on hill slopes. Vegetable growing has developed each year to meet the urban demand. The vegetable acreage has been increased from 2.1 *mou* in the spring of 1954 to 70 *mou* in autumn 1955. The proceeds from every *mou* of vegetables equal that from four *mou* of grain. The co-operative also raises poultry and livestock. It has 91 pigs and is raising lots of fish, ducks and chickens. In addition, 350 members were sent to the Huaipai salt field to dig salt. Income from subsidiary rural occupations in 1955 amounted to 80,000 yuan (excluding income from waste land reclamation), with an average of 140 yuan for each member family. This has increased the income of its members and also helped agriculture. Therefore, labour efficiency has been raised. Before joining the co-operative, each unit of labour power averaged only 68 work-days a year. In 1955, it averaged 156 work-days a year, an increase of 150 per cent.

The income of the co-operative members has increased as production has developed. In 1955, 524 of its 578 member families, that is 90.6 per cent, had larger incomes, and 24 families' income remained unchanged. Only 30 families, or 5.2 per cent of the total, had less income. Originally only 96 families had surplus grain, 102 families were self-sufficient in grain, and 380 families were short of grain. In 1955, 503 families in the co-operative had surplus grain, 24 families were self-sufficient and 51 families short of grain. The common property of the co-operative had also increased. It now has 239 draught animals, six double-shared ploughs, 12 new-type ploughs, six insecticide sprayers and one maize sheller. The relationship between the members has changed in the course of collective work. The spirit of mutual help and unity has developed between villages, families and individual members. For instance, the peasants in Tungli Village and Hsili Village used to come to blows over petty matters when they were under feudal rule. Since joining the co-operative, both

villages have been put in the same production brigade and the peasants, in the course of working together, have developed an affection for one another and have buried their past grudges. Both parties have voluntarily proposed changing the names of the two villages which indicated that one was stronger than the other, namely, calling Hsili Village the "Small Li Village" and Tungli Village the "Big Li Village." There has also been a big increase in the number of women taking part in production. At present 725 of the 731 women members, or 99.2 per cent, are taking part in production. Women account for 57 per cent of all the 78,686 work-days spent by the co-operative on agricultural production. The members' enthusiasm for more education has grown considerably along with the increase in production and in higher living standards. The co-operative is now running nine spare-time adult schools, with 320 members who study during the slack season and 120 in busy seasons.

### **A CO-OP THAT ADVANCED FROM AN ELEMENTARY TO A HIGHER FORM**

(By the Rural Work Department, Peking Municipal Committee, Chinese Communist Party, *Peking Daily*,  
October 28, 1955)

*Consideration should be given to encouraging co-ops which have the necessary requirements to advance from an elementary to a higher form so that their production and their forces of production may develop a step further. Because ownership in elementary co-ops remains of a semi-private nature, sooner or later it restricts the expansion of the forces of production and people begin to demand that the form of ownership be changed to permit the co-operative to become a collectively managed economic organization in which all means of production are owned in common. When the ties hampering the forces of production are loosened, production will develop much more rapidly.*

*Some places can make the change-over fairly quickly; others will probably have to go a bit slower. Most co-ops of an elementary form which have been in existence about three years have the necessary requirements. The Party organizations in every province, city and autonomous region should look into the situation and, with the agreement of the people, arrange for the establishment of a number of experimental advanced co-operatives during 1956 and 1957.*

*In general, the co-ops today are small. When they begin turning toward advanced co-operation, many small co-ops, with the consent of the people, should be combined into big ones. If in 1956 and 1957 every district can have one or several co-operatives of this kind, and their superiority over the elementary form of co-op is made plain to the people, it will create favourable conditions for merging co-ops and going on to advanced co-operation during the next few years. This work must be co-ordinated with general plans to expand production.*

*When people see that large and advanced co-operatives are better than small and elementary co-operatives, when people see that long-range planning brings them a life of a much higher material and cultural level, they will agree to combine their co-ops and build advanced ones.*

*Conversion to advanced co-operatives should spread more quickly in the outskirts of cities than elsewhere. The experience of this Peking co-op can serve as an example to other co-operatives in similar circumstances.*

— EDITOR

The Yuanta Agricultural Producers' Co-operative of Tungjantsun Township in the suburbs of Peking is a co-operative chiefly engaged in growing vegetables. When it was first set up in the winter of 1953, its income distribution was mainly based upon labour. The rate of land dividends was fixed on the basis of the output quota determined at the time of land inspection. The proportion between land and labour dividends was 30 per cent to 70 per cent, and the income from above-quota output was attributed to labour. Draught animals, carts and other means of production were pooled according to their price, and if the price was higher

than the share, the credit would be paid to the original owner in annual instalments.

In 1954, with the development of production and expansion of the vegetable-growing area, there was a general increase in the members' income as compared with the time when they worked individually. After consultation and discussion among the members, they unanimously agreed to abolish land dividends and adopt the method of distribution completely according to labour. Thus the Yuanta Co-operative was turned into an advanced co-operative. In the year since the transition, the members' labour initiative has risen and output and income have generally increased. The members feel satisfied and the co-operative has become much stronger. Following is an account of how the Yuanta Co-operative was consolidated and how it developed from the elementary to an advanced co-op.

#### THINGS GETTING BETTER IN THE FIRST YEAR

When the Yuanta Co-operative was first set up in the winter of 1953, it had a membership of 30 peasant households. Before the founding of the co-op, these peasant households worked rather carelessly and did not grow very many vegetables, and labour power was not properly used. An average worker worked only 150 to 160 days a year, and most women did not work. After the co-operative was founded, the members' initiative and labour productivity were greatly raised and collective management saved much labour power (for instance, the 30 households, when working on their own, used to have 30 persons selling vegetables in the market, but in the co-operative two people were enough). Thus 1,450 work-days could be saved in one year. If there had not been plans to expand production, many members would become idle, and it would have been difficult to strengthen and develop the co-operative further. At that time there



was an ever-growing demand for vegetables in Peking, and the government called upon the peasants in the suburbs to produce more. In view of this situation, the township Party branch and the chairman of the co-operative, Shen Tuo, submitted the question to the management committee and the co-operative members for discussion.

These are the decisions made after the discussion: to increase investments according to the capability of the members, to expand the vegetable-growing area, to carry out more careful cultivation and to make full use of surplus labour power, so as to increase production and income. Following the decisions on the methods of increasing production, the members became very enthusiastic about making investments. A total of 13,300 yuan was invested by the 30 member households. Three middle-peasant households alone invested 2,880 yuan, making up 21.7 per cent of the total investment. In the year after the new investments were made, the co-operative added 24 more "warm rows" (for vegetable growing) and 20 *mou* of land for high-grade vegetables and turned 14 *mou* of non-irrigated into irrigated land. This expansion, together with more intensive farming, solved the problem of the members' surplus labour power and increased the co-operative's income. The three measures of adding more "warm rows," expanding the vegetable area and irrigating more land added 6,920 yuan to the income of the co-op, an average increase of some 230 yuan for each household.

In 1954, although the Yuanta Co-operative had a poor harvest on its more than 80 *mou* of low land because of heavy rainfall, its vegetable output was excellent; the main vegetables such as cucumbers, egg-plants and cabbages showed an average increase of 13.3 per cent, compared with the time when the members worked on their own. Of these products, the per *mou* yield of egg-plants was 6,744 catties, an increase of 92.7 per cent, and cucumbers 7,369 catties, an increase of 79.7 per cent. After paying the state agricultural tax, the co-operative members' net incomes did not

suffer any decline from excessive rainfall, but increased remarkably through increased vegetable output.

An ordinary male peasant had an annual income of some 500 yuan, and a strong male peasant over 600 yuan; an ordinary woman peasant some 300 yuan, and a strong woman peasant some 400 yuan. Nine of the ten poor-peasant households had an income of 700 to 800 yuan each, an average increase of 114.2 per cent over the time they worked on their own. The only exception was the one poor-peasant household which had a decline in income because one member of the family who could work was away from home. Only one of the 20 middle-peasant households had an income the same as the previous year because it no longer hired short-term farm-hands. All the other households each had an income of about 1,000 yuan, an average increase of 76 per cent over the time they worked on their own.

#### ADVANCE FROM AN ELEMENTARY TO A HIGHER FORM

The marked increase in production, in the members' incomes and in the co-operative's common property in 1954 enabled the members to see clearly the superiority of collective labour and collective ownership, thus greatly raising their socialist consciousness. The peasants outside the co-operative also began to understand the superiority of co-operation. They saw that a work-day could bring more than 2.6 yuan in dividends and an ordinary worker could make 500 to 600 yuan in a year. Then they became very enthusiastic and came with their draught animals and carts to join the co-operative. In the winter of 1954, two other smaller co-operatives in the same township merged with the Yuanta Co-operative and its membership increased to 185 households.

The transition of the Yuanta Co-operative from an elementary to a higher form was achieved in the following way. In the autumn of 1954, the district Party committee of Hai-

tien, Peking, set up a training class to develop the co-operative movement. The township Party branch secretary, Chao Teh-tsai, and the chairman of the co-operative, Shen Tuo, received training there. After their return, they gave more teaching in socialism to the co-operative members and acquainted them with the experiences of the advanced co-operatives of Huangtukang Township in Fengtai District and other places. They also explained the nature of elementary and advanced co-operatives and the conditions for the transition, and fully prepared the members mentally for the setting-up of an advanced co-operative.

At that time, because of the increased production in 1954, there was a marked increase in the members' income, and certain members who had more labour power than land and others who had a higher political consciousness were dissatisfied with land dividends in the distribution of income. Some of them told the management committee: "Vegetable growing requires more work and capital and the output depends on how much labour and capital are put in, unlike millet and maize which one can harvest with only a few hoeings after planting. In the first year of the co-operative, all the households had bigger incomes. If dividends for land remain 30 per cent, this will be unfair to labour power."

The Party branch and the management committee of the co-operative studied the opinions of the members and held that more work and capital were required in vegetable growing and an increase in output and income depended mainly on labour power and capital. With production expanded, there would be work for the members all the year round. The income could be increased not only for member households who had strong or more labour power, but also for those who had weak or less labour power. There is more light work in the vegetable-growing co-operative than in co-ops growing grain crops. There would be work for the households of the orphaned, widowed, old and weak that were short of labour power, and their incomes could be ensured. In-

dividual members who had lost labour power could live on subsidies out of the welfare fund. Therefore, the co-operative already had the economic conditions for switching over to the higher form. At the same time, after receiving several years of education in mutual-aid and co-operative movement and seeing the continued growth of the common property of the co-operative, all the members had come to understand that in order to increase income they had to depend on collective labour and the gradual accumulation of common property, and that land dividends did not matter much. Thus, there existed the necessary mental preparation for the transition.

After studying the problem in various aspects, the Party branch and the management committee, with the consent of the district Party committee, concluded that the time was ripe for the abolition of land dividends, and for income distribution to be made completely according to labour. They submitted the problem to the members for discussion.

During the discussion, those who had less land but more and stronger labour power actively supported the abolition of land dividends. Most of those who had no great difference in land and labour power agreed to it. Some middle-peasant households who had more land agreed, too. Even the few who held different views finally agreed after carefully comparing the distribution with and without land dividends. For instance, old middle peasant Shen Ching who had more land said after a detailed calculation: "Our co-operative pays over two yuan for each work-day. Last year I received 450 yuan more in labour dividends than when working on my own. Although with the abolition of land dividends my income would be 20 to 30 yuan less, I can make up for it by working a few days more. Moreover, distribution completely according to labour will make us all more energetic in work, and this will ensure increased output and income. Increased production is better than anything else,

and land dividends or no land dividends doesn't matter much."

Old upper middle peasant Wang Cheng-ching said: "When working on my own, I had a hard time buying manure and selling vegetables. Because I was short of labour power, I couldn't pay equal attention to work in the fields and the market. My income at that time was not higher than now. Hiring farm-hands gives one the bad name of exploiter. I have no objection to the abolition of land dividends."

The members who had weaker labour power also agreed because there was light work for them to do and they could raise their income. For instance, the old man, Wang Chun-fu, formerly was afraid that he could not do heavy work when he joined in the co-operative and that he would have difficulties in his living. But now he saw that most of the women members had an income of 300 to 400 yuan in 1954. He said: "I have only a few *mou* of land and can't get much in dividends. All my problems can be solved if the co-operative gives me more light work to do so that I can make more than 1,000 work-points and get 200 to 300 yuan a year. There will be more dividends for labour after abolishing land dividends. It's all the same."

With the poor peasants supporting, middle peasants being satisfied, and the orphaned, widowed, old and weak agreeing, the Party branch and the management committee, on the basis of the opinion of all the members, decided that the socialist method of paying completely according to work would be adopted starting in 1955. Thus the Yuanta Co-operative advanced from the elementary to the higher form, from semi-socialist to socialist in nature.

#### MORE ENTHUSIASTIC ABOUT WORK

After the transition of the co-operative to the higher form, the management committee organized discussions among the

members as to how to increase production and their income. All members actively tried to find ways to increase production. During the discussion, some proposed that the co-operative's low land which yielded very poor harvests every year should be converted into paddy fields so as to ensure income. Others held that with the co-operative enlarged and labour power increased, more careful cultivation was needed, and adding more "warm rows" and increasing vegetable output could supply more to the city and increase the co-operative's income. Based on the members' suggestions, the management committee decided, during the spring slack season, to use 1,600 work-days to convert into paddy fields the 51 *mou* of low land which had suffered from heavy rainfall every year. With the members' investments and government help, the co-operative expanded the vegetable land to 400 *mou* (originally 225 *mou*), "warm rows" to 400 (originally 225) and the cheap vegetable area to 200 *mou* (originally 185 *mou*). These four measures alone brought an additional income of nearly 30,000 yuan, an average of over 160 yuan per household. This also laid the material foundation for enlarging the members' income in 1955.

With land dividends abolished, the members thought less and less about depending upon land, and the adoption in 1955 of the system of work according to contract and output quota and awards for above-quota output has raised their labour initiative still higher. Work has become a respectable thing, and it is a matter of honour if a member does more work and is paid more. One hundred and eight of the 111 women members worked regularly in the fields, 20 per cent more than in 1954. The woman Chang Yu-ho, who did not work regularly in the fields in 1954, worked 220 days in 1955. Sun Hsiu-chuan, mother of two children, who did not work in the fields in 1954, worked 130 days in 1955. Some women members say: "Work in the fields makes you healthy and also pays." The man Han Yun-lung used to work off and on when there were land dividends in 1954. But in 1955 he

worked regularly and with increased energy. He had a record of 220 work-days in the year, 60 days more than in 1954.

In 1955, although the co-operative enlarged the "warm rows" and vegetable production and carried out more careful cultivation, there still was surplus labour power because of the members' greater labour initiative. Therefore in August 1955, the co-operative used more than 800 work-days to reclaim 30 *mou* of low land, to be converted into paddy fields in 1956. At the same time, it organized the members to do weeding and watering trees for the Municipal Forestry Bureau as well as transport and other subsidiary occupations, which brought an income of over 5,590 yuan. The co-operative chairman Shen Tuo said: "The land and the people are the same, but there is not enough work to do and we have to look for subsidiary occupations, although we have enlarged the vegetable area and the 'warm rows.' Distribution according to work is really a good method. If things go on like this, there will be not only more fresh and cheap vegetables for the capital to support the country's socialist construction, but the members' incomes will also increase, and there will be no question about developing and consolidating the co-operative."

#### MEMBERS SATISFIED WITH PRELIMINARY DISTRIBUTION

In early October 1955, the co-operative made its preliminary calculation of distribution. Its vegetable output in the first half of the year exceeded the original plan by 16 per cent. An estimate was also made of the labour power to be used and output of vegetables in the second half of the year. A 29 per cent increase in production is expected in 1955 over the previous year. According to the preliminary calculations, the co-operative's income from agricultural produce will be 228,147 yuan, and its incomes from subsidiary occupations

5,592 yuan — 233,739 yuan in all. The labour power is estimated at 60,977 work-days. After deductions are made for the agricultural tax, production expenses, reserve and welfare funds, it is estimated that there will be a payment of 2.15 yuan for each work-day, and each household will receive an average of some 707 yuan.

The members in general, and particularly the new ones, will have increased incomes, whether strong or weak in labour power. An ordinary male peasant will receive some 500 yuan, and strong ones over 600 yuan each. An ordinary woman peasant will receive some 300 yuan, and strong ones over 400 yuan each. Of the ten old member households of poor peasants, only one will have a lower income owing to illness. All the other nine households will have an average increase of 122.3 per cent over the time they worked on their own. Of the 20 old member households of middle peasants, 19 will have an average increase of 60.8 per cent over the time they worked on their own, and only one well-to-do middle-peasant household will have the same income as in the previous year. In general the new members will have an increase of over 50 per cent in income compared with the time they worked on their own. The ten member households of the orphaned, widowed, old and weak, which were unable to deliver the agricultural tax before they joined, will each receive 300 to 400 yuan in 1955.

Sixty-year-old widow Mrs. Shao earned over 30 yuan from four *mou* of non-irrigated land when working individually. She joined the co-operative in 1955 and took part in binding vegetables, weeding and other light work, and received 328 yuan from 153 work-days. The old man Wang Chun-fu and his wife had a hard life before joining the co-operative. They earned 635 yuan from 300 work-days in 1955. Mrs. Shao said: "When working on my own, I couldn't do heavy work and had to hire farm-hands. And there was too little light work for me. How could I have enough food and clothes then? In

the co-operative there is much light work to do all the year round. I have more income, no difficulty in living, and even enough to spare. Truly, the Communist Party and Chairman Mao have opened the socialist road to happiness for the poor."

Now that the co-operative is being merged with the Szechiching Co-operative in the same township, the membership will increase to more than 500 households. Work groups are being organized and production plans for the winter of 1955 and 1956 are being drafted, to develop vegetable production, increase the members' incomes and meet the needs of Peking.

## HOW COLLECTIVE FARMING CAME TO PAIPENYAO

(By the Rural Work Department of the Peking Municipal Committee, Chinese Communist Party, October 1955)

*Here two advanced co-operatives were formed directly from mutual-aid teams, skipping the stage of elementary agricultural co-operatives. Other places where conditions are suitable can do the same. The situation in Paipenyao is a pleasure to behold. Some of their experience is also useful to co-ops of an elementary form.*

—EDITOR

Paipenyao Township, predominantly a vegetable-growing village, is located in the suburbs of Peking. There are 451 peasant households in this township, and 4,872 *mou* of irrigated and non-irrigated land. After the land reform in 1950, there was a big increase in the township's vegetable output, with a resultant improvement in the peasants' livelihood. But the expansion of production was accompanied by a development of capitalism. In 1951, 106 peasant households hired 86 long-term farm-hands, 15 households that had been poor peasants and farm-hands at the time of land reform also hired farm-hands, and six middle-peasant households became new-type rich peasants. Thus class differentiation began anew.

In order to make the peasants give up the road of capitalism under which only a few become rich by exploitation and the majority suffer poverty, and to lead them on to the road of socialism which means common prosperity for all, the town-

ship Party branch, following the Party's policy, in 1952 began actively to lead the peasants in developing the mutual-aid and co-operative movement, strengthening and expanding the mutual-aid teams. In the winter of the same year, the Party branch decided, on the basis of the three mutual-aid teams under its direct leadership, to set up two agricultural producers' co-operatives in which the income would be distributed entirely according to work, with no land dividends. One co-operative of 18 households was put under the leadership of the Party branch secretary, Li Tsung-ho, and the other of 14 households under Party member Kuo Feng-tai.

One year after the co-operatives were set up (1953), the yields showed an average increase of more than 40 per cent, and the income of the members had more than doubled. The higher output and bigger income drew into the co-ops many peasants working on their own. In the spring of 1954, the two co-operatives merged with the Hsiung Chen-wu Co-operative (13 households) of Fenchuang, a village which had just been amalgamated with this township. The member households then rose to 260, a sixfold increase. In the same year, despite heavy rainfall, the co-operative grew 20 per cent more vegetables than in 1953. That winter, more than 100 peasant households joined the co-operative, bringing its membership up to 370 households, or 82 per cent of the total in the township. Paipenyao has, in the main, become a co-operative township. Judging by the good growth of autumn vegetables, excellent yields are expected in 1955. The crops of the co-operative are estimated to be 40 per cent above 1954. It is expected that some 90 per cent of the peasant households in the township will be in the co-operative this winter or next spring.

#### WHY THE CO-OPERATIVE MEMBERS FAVOUR AN ADVANCED CO-OPERATIVE WITH NO LAND DIVIDENDS

When the co-operatives were first set up in the winter of 1952, the township Party branch and the leading members

of the co-operatives spent nearly half a month studying the method of income distribution. After repeated discussion and minute calculations, it was unanimously agreed to form advanced co-operatives, distributing income completely according to work with no land dividends, and pooling in all draught animals and bigger farm implements as shares according to their price.

At the beginning of the discussion, the Party branch suggested two methods of income distribution: one was 30 per cent for land and 70 per cent for work; the other was 100 per cent for work with no land dividends. During the discussion, those members who had more labour power but less land said: "It's better to work as farm-hands than to have land dividends. Raising vegetables depends chiefly on labour, the land alone can't yield anything of great value. As the saying goes, 'One *mou* of vegetable garden is equal to ten *mou* of grain field.' Vegetable growing brings a higher income than grain, but it also requires ten times more labour and capital. Besides, in our vegetable-growing area there is quite a lot of work but we are short of labour power. During the busy seasons all households have to hire long-term or short-term farm-hands. Without labour and capital the land can't yield much."

Co-operative member Kuo Hsing-wang, who had more land but not enough labour power, said: "I have a family of seven. The four having labour power work on 18 *mou* of irrigated and 14 *mou* of non-irrigated land. We are so busy that some land is left unirrigated. Moreover, we are short of capital and don't have much skill. The vegetables grow badly. What the land yields can't support my family; every year we have to dig up tree roots and sell them."

However, with enough labour power one can do well, even with less land. For instance, peasant Chang Yung-ting had a family of five, with one and a half units of labour power, and grew three *mou* of vegetables. Although land was not much, since the family had enough labour power and capital,

they made more than 300 yuan annually from each *mou* of land, and they were well off. Party member Kuo Feng-tai showed by his personal experience the difference between grain and vegetable growing. The latter, he said, required more and concentrated labour, and a little delay would cause a decrease in output, or even a loss of money. He said:

"We often say the farming season waits for no one. Delay affects the output of certain vegetables, and, what's even worse, you may lose money. We all know that unless you plant cabbages within a few days in late August, they won't grow well. Without enough labour power no one can plant on time. For instance, the five *mou* of potatoes my family grew this year (1952) yielded only 700 catties, because of the lack of labour power and capital, late planting and less irrigating and hoeing in the summer. This was just the amount we planted."

All the concrete facts cited by the members showed that income from vegetable growing depended not so much on the amount of land as on labour power and capital. But unfortunately, there was a real shortage of labour power in this vegetable-growing area. When working on their own, the peasants of Paipenyao Township wasted much labour power in irrigating, selling their vegetables and other sundry work. A strong worker could work only three *mou* of land. But on the average a poor peasant actually had 3.8 *mou* to cultivate, and a middle peasant 5.6 *mou*. In general, the middle peasants, who could not afford to hire long-term farm-hands, often had to hire short-term farm-hands. During the busy seasons even the poor peasants hired farm-hands. Because there was not enough labour power in the vegetable area and many households hired farm-hands, the wages of farm-hands were high. A long-term farm-hand, working ten months between February and December, generally made 350 to 360 yuan. The wages of short-term farm-hands were even higher, generally 1.5 yuan a day during an ordinary season and 2 yuan a day during the busy season, plus meals.

There was a common saying among the peasants in the township that "if you can't cultivate your land properly, better work as a hired short-term farm-hand."

The shortage of labour power and the high wages enabled the peasants to see clearly the part played by land, labour and capital in production. After discussion and calculations, most co-operative members said that labour power really was the greatest "treasure" and one could not depend solely on land.

Moreover, after land reform, the difference in the amount of land cultivated by the peasant households was not great (1.6 *mou* per head among the poor peasants, 1.8 *mou* per head among the middle peasants). Therefore it did not matter much whether they received land dividends or not. At the same time, the co-operative members knew that land dividends could never exceed 100 catties, the rate of land rent in the old society. Finally they unanimously decided to abolish land dividends and adopt the method of distribution completely according to work.

#### TO EACH ACCORDING TO HIS WORK IS FAIR AND REASONABLE

Now the Paipenyao Agricultural Producers' Co-operative has made its preliminary calculations of the year-end distribution for the third year since its establishment. All the members, whether they are middle peasants or poor peasants, whether they own more land or less, all say: "We don't receive land dividends, but earn our living by labour. This is fair and reasonable and it cures the lazybones." Why do they say this? It is because the abolition of land dividends has ensured that the income of the middle and poor peasants is much bigger than when they worked on their own. In 1953, for example, the Li Tsung-ho Co-operative registered a 40 per cent increase in output as compared with the year before the co-operative was set up. The members' income increased on an average to 2.5 times as much. Only two well-to-do middle-

peasant households, which had hired farm-hands when working on their own, earned less. The members of the Kuo Feng-tai Co-operative trebled their income, compared with the time when they worked on their own. Not a single household had less income. Results of the preliminary calculations of the 1955 year-end distribution show that the average income of each household in the co-operative will be 570 yuan, owing to the 40 per cent increase in output over 1954 and the expansion of its vegetable-growing area by 460 *mou*. Of the 96 new member households, the income of 92 will be higher than when they worked on their own. Only four households will have a lower income. Two of them had hired long-term farm-hands and exploited others when working on their own, another household lost half a unit of labour power, and the fourth is a trader-peasant household.

One of the chief factors in increasing production in the co-operative and its members' incomes is the higher labour initiative among the members. And the higher labour initiative results mainly from distribution completely according to work. The members often say: "Do away with land dividends and the lazybones are cured." This means that with land dividends abolished, one cannot depend on land, and daily diligent work can increase income and improve one's living. And this is what has actually happened. Those who were formerly lazy or rarely worked became active in work once they were in the co-operative. Hsieh Yung-hai was formerly a notoriously lazy fellow in the township. He used to work off and on, idling away most of the year whenever he got enough to eat. After joining the co-operative, he could no longer depend on his land, and consequently did more than 160 days' work in one year. Kuo Chao-fu, a member over 50 years' old, did not work but was supported by others before joining the co-operative. But he has been active in all kinds of work since joining the co-operative.

Before joining the co-operative, the members generally worked 180 days at the most in a year, but now many of

them work more than 200 days. In 1953, on the average each member of the Li Tsung-ho Co-operative worked 256 days, and those of the Kuo Feng-tai Co-operative 270 days each. Owing to the high labour initiative of the members, these two co-operatives had no shortage of labour power in 1953 when they turned more than 50 *mou* of non-irrigated land into vegetable land. The 32 member households, when working on their own, had to hire about ten long-term farm-hands each year. But not a single farm-hand is needed now.

#### MIDDLE PEASANTS, THE ORPHANED, WIDOWED, OLD AND WEAK ALSO ACTIVELY JOIN THE CO-OPERATIVES

Once certain people were worried lest the abolition of land dividends should prevent the middle peasants from joining the co-operatives, and encroach upon their interests. The practical experience of the Paipenyao Township co-operatives has shown that such is not the case. Since the co-operative can ensure a higher income, why should they not join, and how could their interests be encroached upon? Statistics for the two smaller co-operatives before they merged in 1953 show that after joining the co-operative 17 of the 18 old middle-peasant households had greater incomes. Only the other household, which had hired more farm-hands and exploited others while working on its own, showed a lower income. Among the 56 middle-peasant households that joined in 1955, only two which had hired more farm-hands when working on their own had a decline in income; all the other 54 households had larger incomes. The middle-peasant members do not feel that the abolition of land dividends is unfavourable to them. At present, 214 (82 per cent) of the 261 new-type and old-type middle-peasant households in the township are in the co-operative. Classified into upper and lower middle peasants, 87 per cent of the lower middle peasants and 70 per cent of the upper middle peasants are in the co-operative. It is expected that, following the deep-going



political and ideological education during the course of the co-operative movement this winter and next spring, more than 20 other middle-peasant households will join the co-operative. Then, over 90 per cent of the peasant households in the township will be co-operative members.

Certain people said that with land dividends abolished, most middle peasants having labour power could increase their income by active work, but how about the orphaned, widowed, old and weak? Facts in the Paipenyao Township co-operatives have shown that after joining the co-operative these people need not worry about their income or livelihood. In the township there are 17 such households (26 persons in all). Twelve are poor-peasant households, and five lower middle-peasant households. At present there are seven poor-peasant households and three lower middle-peasant households in the co-operative (19 persons in all). In these ten households there are only two (three persons) who cannot work regularly. The other eight households can do light work regularly. There is much light work in the vegetable-growing area, and the co-operative always sends them to watch and alter irrigation ditches, wash and sort out vegetables, and do other light work so as to earn their points. For instance, Hsiung Wan-chung, who is over 70 years old and has only one leg, can sit every day mixing manure and tending the draught animals. He worked more than 150 days in one year and had an income of over 250 yuan.

According to the co-operative's preliminary calculations of the 1955 distribution, the eight households of the orphaned, widowed, old and weak that can work regularly will have an average record of 170 work-days each and an income of around 290 yuan. Their income shows an increase over the years before they joined the co-operative, and they have no difficulties in making a living. Each of the two other households (three persons in all) that cannot work regularly has a record of 80 work-days and will receive more than 130

yuan. With a little subsidy out of the co-operative's welfare fund, their living can be ensured.

Therefore some members said jokingly to them, "Just show up and you will get pay; if it is still not enough, you can get more from the welfare fund." This means that light work is given to those who can still work, and those who actually cannot work are supported by the co-operative. Of course, these households did not join with empty hands. In addition to the 85 *mou* of land they turned over to the co-operative, they invested more than 400 yuan, and this is good for the co-operative. The co-operative personnel often say: "There are still seven households of the orphaned, widowed, old and weak outside the co-operative. If they are willing to join, the co-operative is ready to take care of them all and enable them to pass their declining years happily in the big family of the co-operative."

## ADVANCED CO-OPS ARE BEST, AND THEY'RE NOT HARD TO ORGANIZE

(By the Rural Work Department, Chekiang Provincial Committee, Chinese Communist Party, October 23, 1955)

*This article does one's heart good. We hope everyone will read it carefully and that in all co-ops where conditions are ripe it will be read and explained to the members, who should also discuss it among themselves. This will encourage them to merge with other co-ops and form advanced co-ops and do it gladly.*

*The remarkable accomplishments of this co-operative in the village of Wutungcha, Tsehsi County, Chekiang, should be publicized throughout the land. In Chishan Township, where it is situated, 92 per cent of the peasants have joined eight advanced co-operatives. Who says advanced co-operatives are hard to organize?*

—EDITOR

### A POOR VILLAGE BECAME RICH

Wutungcha was a poor, out-of-the-way village five li from the sea in Chishan Township in Tsehsi County, Chekiang Province. It had 202 households, most of which were poor cotton growers who had come from other places. In the spring of 1952, when the secretary of the district Party committee read an article in the *Liberation Daily* on "The Growth

of a Collective Farm," he thought it a good idea to let the peasants set up an advanced co-op (collective farm). So he talked the matter over with 14 peasant households. They all agreed to the principle, "to each according to his work," as most of them were village functionaries and active elements who were themselves poor peasants and had greater socialist consciousness. After the co-op was formed, it aroused the serious attention of the leading comrades in the county, regional and provincial Party committees, who sent personnel to help lead the co-op. They also gave it considerable financial help. So the province's first agricultural co-op of a completely socialist character was formed.

During these four years, with the constant rise in output and the increase in the members' income, the co-op has been expanded year by year. Its membership has increased from 14 to 188 households; it now cultivates 1,550 *mou* of land as against 150 when it was first formed. The output of its principal crop, cotton, has grown rapidly from year to year.

In 1951, before the co-op was set up, the average yield per *mou* of raw cotton was 120 catties.

In 1952, it rose to 160 catties, an increase of 33 per cent.

In 1953, after the first expansion of the co-op, average output per *mou* reached 249.5 catties, 48 per cent over that achieved by old and new members in 1952.

In 1954, after the second expansion, it was 227 catties, 22.7 per cent over that achieved by old and new members in 1953.

For 1955, the estimated yield is 313 catties, 49 per cent over that of 1954 or 160 per cent over that of 1951.

The quality of the cotton has also improved. Before the co-op was formed, the peasants could get only 33 catties of ginned cotton from a hundred catties of raw cotton. In 1955, they got 37 catties. The yield of other crops also grew. The rate of utilization of land rose from 70 to 85 per cent. The per unit area yield increased by 140 per cent over the year before the co-op was formed. Output from subsidiary occupations also rose. The co-op did not engage in this line

in 1952; but in 1953 they got 4,500 yuan, and in 1955 they expect 9,346 yuan.

The income of the members has increased markedly from year to year. In 1952, the average net income for a member household was 3,680.5 catties of unhusked rice. In 1953, it jumped to 6,660 catties; and in 1954, to 7,686 catties. The estimated figure for 1955 is 9,450 catties, an increase of 150 per cent over that of 1952. Poor peasant Ying Po-jung is one whose earnings rose rapidly. Among the six members of his family two can do major field work and two minor work. They had seven and a half *mou* of land. The year before they joined the co-op, their net income was only 1,940 catties of unhusked rice. In 1955, they expect to get 24,000 catties, over 12 times greater than their 1951 figure. "In the past," said the members, "we covered our windows with reed mats, used mould of earth for stoves and bamboo strips for sandals. We used to eat grass roots and wild vegetables. Now every household is eating rice and wearing clothes made of khaki. We are all going along the bright path pointed out by Chairman Mao and are heading for a yet more prosperous future."

During these four years, with the development of production the co-op's members have had more welfare facilities and a richer cultural life. Now the co-op has three seasonal nurseries with 16 nursemaids taking care of more than 120 children. A school was set up which has three classes with more than 120 students. A library housed in three rooms was also set up with more than a thousand volumes. In the past, not a single person in the village could read a notice for a meeting. Now more than 60 co-op members can read newspapers and are qualified to record work-points. Four of them can write short articles for newspapers. A club has been set up that is equipped with lantern slides, and a radio, and a sports ground for basketball and badminton. There are also midwives and a clinic.

The change during these four years has been appreciable.

#### FRUGALITY AND HARD WORK LED TO INCREASED OUTPUT

When it was first set up, the Wutungcha Advanced Agricultural Co-op had to overcome various difficulties through industry and frugality. Of the 202 households in the village (excluding two ex-landlord households, two rich-peasant households and some peasant households of other sections), more than 100 were very poor. Although land was distributed in 1951, the counter-revolutionary elements had set fire and burnt down the houses of 69 households. The houses of nine of the 14 households which had first formed the co-op were razed. But the county people's government came to their aid by giving them a loan of seeds, fertilizer and grain to enable them to tide over the hard time. With the help of all the members, they had an excellent harvest in the very first year the co-op was formed. They got a 33 per cent increase in output. All members had a bigger income. However, since they had so little to fall back on, and since their management had not been satisfactory, they still faced many production difficulties in the winter of 1952 and the spring of 1953. The better-off peasants outside the co-op took advantage of the situation to mock them. The co-op was on the verge of collapse. Fortunately, the Party branch, with the support of the district Party committee, guided the co-op members in summing up the experience of 1952 and urged them to tide over the spring food shortage through self-help by production. Utilizing the slack winter season, the members accumulated a large amount of river mud for fertilizer; they collected enough to spread 150 piculs on every *mou* of land. Thus they not only saved three yuan's worth of fertilizer for every *mou* of land, but also improved the soil. Meanwhile, they ploughed and weeded the land, keeping insect pests to a minimum and saving on the outlay for insecticides. When spring came, the members cut firewood, reclaimed waste land and went fishing. Thus they tided over the grain shortage in the spring of 1953.

In order to increase output, the co-op has taken steps in these past few years to popularize various types of advanced technique. Thirty per cent of the acreage formerly planted to local cotton was planted to selected cotton. Sowing in rows and close planting were practised. Various kinds of new-type farm tools were used. The co-op has bought 92 pieces of new-type farm tools, including sprayers, two-wheel double-bladed ploughs, sowers and cultivators, and some 800 ordinary farm tools. They also built two latrines and 60 store-houses.

After the co-op had been set going, the rich peasants and some well-to-do middle peasants passed cynical remarks about it, saying that the co-op's output was lower than theirs. In spring 1953, when there was a shortage of grain, the co-op concentrated its efforts on accumulating river mud for fertilizer. A rich peasant named Yu Fu-chang took 2,000 catties of rice to hire a large number of labourers to collect river mud for application to his ten-odd *mou* of cotton field. He swore that he would beat the co-op. What was the result? The co-op harvested an average of 249 catties per *mou*, while Yu Fu-chang got only 180 catties per *mou*. Ever since then, the rich peasants have had to acknowledge the superiority of the co-op.

#### SUPERIORITY OF AN ADVANCED CO-OP

The first and foremost reason for the achievements made by the Wutungcha Co-op is that they applied the socialist principle of distribution, "to each according to his work." This greatly stimulated the enthusiasm of the members. Before the co-op was formed, an able-bodied peasant could do only a hundred work-days or so in one year; but in the seven months from April 1952 when the co-op was set up to the end of the year, the average was already 120 work-days. In 1953, the average figure was 180 work-days; in 1954, over 220, and in 1955, it is estimated it will reach 250.

Before the co-op came into existence, very few women took part in field work. After the system of equal pay for equal work was put into force for all members of the co-op, women became much keener at work. In 1953, women members accounted for 18.2 per cent of the total work-days. In 1954, this rose to 20 per cent. The estimated figure for 1955 is 26 per cent. Mao Hsing-ti, a woman member of the co-op, had 170 work-days to her credit in 1954. At the busiest time of the year, members often leave for the field as soon as the cock crows and go back home only after the stars come out. Their labour productivity averages around 30 per cent higher than that of peasants outside the co-op. Shen Ta-cheng, an outstanding member of the co-op, picked 170 catties of cotton a day. Tung Chao-fu bound more than 700 sheaves of wheat stalks a day. Their labour productivity is more than double that of neighbouring peasants.

Secondly, because land dividends were done away with, members no longer clung to their small plots. "Now that the land belongs to all and everybody has a share," they said, "we must run the co-op successfully with one mind." The introduction of public ownership of land made unified management more feasible. Crops were planted to the most suitable land. New construction works of all kinds were carried out. The co-op land was merged and boundaries levelled. The irrigation system was improved and more than 30 gullies were filled in. Uneven land was levelled or terraced and the cultivated acreage expanded by more than 30 *mou*. The merging of the land into a large tract not only facilitated irrigation and saved labour power, but also provided greater facilities to overcome crop diseases and insect pests.

With the constant growth in output, an advanced co-op can accumulate more public funds than an elementary co-op. During the past three years, the Wutungcha Co-op had accumulated more than 41,000 yuan in public funds; its capacity for expanded reproduction grows from year to year, and it

can now cope with the difficulties of its members resulting from illness or natural calamities. Co-op member Ting Yung-chang, for instance, was confined to bed throughout 1954. The co-op gave him a subsidy of over 200 yuan for medical treatment. When he subsequently became crippled, the co-op gave him a light job to do and got minor work for members of his family. As a result, they were able to reach an income of more than 800 yuan in 1954. When five households suffered from fires in 1955, the co-op set aside a sum from the welfare fund to build them new houses. "When you got the land you still weren't safe," said these members, "you are really safe only after you have joined the co-op."

Apart from the superiority inherent in the co-op itself, the guidance of the Party has been a decisive factor in the growth of the Wutungcha Co-op. During the past three years, the co-op Party branch of 12 members has done much in organizing production, improving management and strengthening political work, and has accumulated much experience. Material aid by the Party and government was also an important factor in the development of the co-op.

#### A PUSH FOR CO-OPERATION IN THE WHOLE DISTRICT

The success of the Wutungcha Co-op stimulated the agricultural co-operative movement throughout the district. At present there are 30-odd elementary co-ops and 17 advanced ones. Around 70 per cent of the peasant households have joined the co-ops. In Chishan Township where the Wutungcha Co-op is situated, 92 per cent of the peasant households have joined eight advanced co-ops, and more and more peasants are applying for membership. Most of the better-off peasants who have not yet joined are asking their relatives and friends in the co-ops to speak in their favour so that they may also join.

The Wutungcha Co-op is drawing up a three-year plan for production and construction. Their plan for 1958 is that the per *mou* yield of raw cotton should reach 400 catties, that they should raise 800 pigs, that pay for a work-day should be raised to three yuan and income for the members increased by an average of 30 per cent.



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