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MISSION REPORT

STUDY TOUR OF PHILIPPINE ENTREPRENEURS TO
THE PEOPLE'S REPUBLIC OF CHINA UNDER
VB/RAS/75/011 AND VB/PHI/77/078

FROM 12 AUGUST TO 10 SEPTEMBER 1977

by

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1. Purpose of Study Tour

The purpose of my mission, which was undertaken in China from 14 August to 6 September 1977 and in the Philippines from 7 to 9 September 1977, was to conduct and evaluate the study tour of 11 participants from the Philippines on the small and medium scale industries in the Kwangtung and Kwangsi Provinces of China.

The objective of this study tour is to study and analyse the Chinese model of rural industrial development and benefit from its achievements and experience, since one of the priority targets of the Philippine Government in its development plans is to accelerate industrial development in rural areas, including the establishment of Regional Industrial Development Centres.

The team should have consisted of nine industrialists and two Government officials in charge of rural industrialisation, accompanied by one official of the Philippine Embassy in Peking and a staff member of UNIDO. However, at last the participants were six Government officials and five small and medium scale industrialists together with one UNIDO staff member, because one official of the Philippine Embassy in Peking was not able to join the study tour (list of participants - Annex 1).

II. Summary of Findings and Factory Data

During 23 days stay in Kwangtung and Kwangsi Provinces, we visited 34 factories and institutes, two people's communes, two electric power stations and two irrigation systems in six cities and seven counties (itinerary - Annex 2).

Before departure, I was not able to discuss the programmes of the study tour, since the details were not forwarded to UNIDO by the host country. On 14 August, I obtained the outline of the programmes from the officers concerned in Peking, and in Kwangchou the details of the itinerary were eventually passed on to me and the representatives of the Philippine participants. I found that the programmes were too ambitious, but at that time it was not possible any more to change the schedule.

The criteria of the selection of factories by the Chinese authorities concerned are

- 1) to meet the request of the Philippines
 - a) cement
 - b) fertilizer
 - c) agricultural machinery-
 - d) electric generator
 - e) distribution equipment of electricity
- 2) to consider UNIDO's demands (export-orientated industries using local resources)
- 3) to offer the visits to irrigation and hydroelectric power system.

A. Summary of Findings

From these visits and the briefing on industry in Kwangsi Region by H.E. Mr. Chin, Vice Chairman of Revolutionary Committee of Kwangsi Region (Annex 3), I observed that

1. Industry serves to agriculture

The target of China is to realize fundamentally mechanization of agriculture in 1980 and to realize modernization in this century. Therefore the priority of industrial development is placed on the development of agricultural machineries, chemical fertilizers, cement and so on in order to assist the promotion of agricultural products and agricultural mechanization directly and/or indirectly. For example, at Nanning Rice Transplanter Factory we were explained that the cost of one hand-operated rice transplanter is 60.86 Yuan, but sale-price is 50.00 Yuan (the deficit is subsidized by the Provincial Government), since this rice transplanter increases productivity by 3.3 times.

2. Self-reliance and Hard-working

Every factory manager told us at briefing session that the factory is managed on the basis of two principals, namely

- 1) self-reliance and
- 2) hard-working

under the instructions of Messrs. Mao and Hua and the guidance of the Communist Party. Almost all of the equipments of the factories which we have seen are made in China and 30 to 40 % of these machineries are made by the factory workers themselves. One can very easily observe that in a factory there are several sophisticated machineries, some of which were made by the factory workers, together with obsolete machine tools. The standard working hours are 2448 hours/year (8 hours/day, 6 working days/week, 306 working days/year). There are 7 official holidays/year and no vacations except for married couples who are working on separate locations. the rate of absentee is only about 5 %.

3. Planned Production

Each factory has its own annual production target which is decided by the Planning Commission of the higher level authorities on the basis of the factories proposal. For example, Fusan Electric Bulb Factory proposed the production target in 1978 to the City Revolutionary Committee in July 1977 and the final decision is expected to come to the factory in October 1977 about 3 months ahead of the starting time. All the necessary raw materials and men-powers are decided by the Planning Commission accordingly. The factory does not need to worry about the sale of the products, since the Planning Commission also takes care of every necessary step for the sale. In this sense, a factory is a kind of production unit.

I suppose that all the planning is ultimately decided by the Planning Commission of the Central Government.

4. Prices of Products

The prices are mainly fixed by the Central Government, and the Revolutionary Committee of Province has only the power to set the prices of part of its products. According to Mr. Chia's explanation, there has been no inflation for 10 years, and the prices of daily consumer goods are especially stable.

5. Wages of Workers and Staff Members

The wages consisting of 8 grades are under the control of the Central Government. Monthly average wages at the visited factories are about 47 Yuan (from 27 Yuan to 110 Yuan). In Riuchou, we heard that, for single people, monthly boarding expenses are 12 Yuan and cost of house and electricity is 1 Yuan, therefore all the workers can save some of their income for a radio, a sewing machine, a bicycle, a watch etc. (US\$ 1 = Yuan 1.8).

In almost all of the factories, 30 to 40 % of the workers and staff members are women. They work on the same jobs as men with the same wages.

Maternity holidays are 56 days with payment.

Fringe benefit is in principle 11 % of wages.

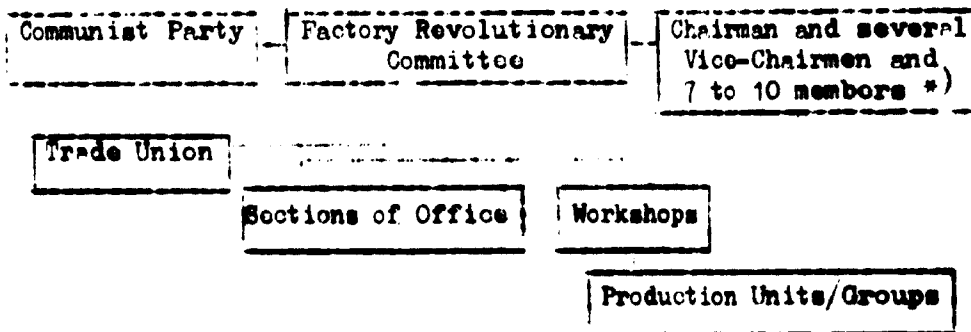
Not all factories have special bonus systems, except official commendation with flowers and/or pencils.

For promotion, the first step is that it will be discussed and recommended by the workers, and then the Revolutionary Committee of the factory makes the final decision, considering his/her services, technical level and attitude towards the job.

6. Three Types of Factories

In China, there are three categories of factories, o.g. small, medium and large scale enterprises which are run by people's commune or collective ownership, city or county and Provincial or Central Government respectively. Each factory is under control of corresponding organization, and the Revolutionary Committee of each factory is responsible for the factory management. The wages and fringe benefits are slightly different between these three categories.

Administrative organization:



*) Some members are elected workers. The chairman and vice-chairmen are appointed by the higher authorities.

B. Factory Data

1. Kwangchou Electric Motor and Generator Factory

- 1) established in 1958
- 2) main products..... electric motors and generators
(some small electric motors are exported)
300.000 - 400.000 KW generators/year
- 3) 7 workshops (dye-casting, steel sheet, coil, motors - larger, motors - smaller, pattern mold and repair-maintenance)
almost all of the machineries are made in China and 1/3 made by the workers of this factory.
- 4) workers and staff members 1.300 (40 % women)
working hours ... 8 hours/day, 48 hours/week
absentee ... 5 % working system ... one shift and 3 shifts in some workshops
wages ... 8 grades (average 45 Yuan/month from 39 Yuan to 110 Yuan, but 200 Yuan for engineers as an exceptional case)
from first grade to second grade ... 3 years necessary
Promotion ... a) discussions among workers and b) decision by Revolutionary Committee based on a) services b) technical level and c) attitude towards his/her work.
- 5) welfare ... 56 days maternity holidays with payment; medical services for workers ... free and for families ... 50 % payment
clinics with 4 doctors and 2 barefoot doctors
kindergarten is also attached to the factory
pension ... 70 % of last wages (retirement age: men 60 women 50)
- 6) technical innovation and training
 - a) a regular annual meeting of all factory workers in the same fields in the city
 - b) 2 to 3 days study visit to other factories (sometimes two months)
 - c) every workshop has a technical innovation unit (group)
 - d) Workers University attached to the factory started 3 years ago (duration 2,5 years, 30 students from workers of this factory, teachers from this factory)
 - e) new-comers (17 years old) are trained for 2 years (their wages: 22 Yuan)
- 7) others
 - a) this factory is a city owned one, and necessary funds are supplied by the city
 - b) all profits are transferred to the city
 - c) investment 10 million Yuan, including equipment and building
 - d) running cost8 million Yuan/year
 - e) administrative officers should work with workers for 2 months/year and also one day/week... total 90 to 100 days/year
 - f) some workers are elected to the R.C. members

2. Padlock Factory run by Neighbourhood Community, Kwangchou

- 1) established in 1965 with 12 workers (11 housewives and 1 connection) each one donated 50 Yuan to the factory establishment. 4 months after its operation, this amount was paid back to each donor.
- 2) main products ... 200.000 padlocks/month
- 3) 3 workshops, utilizing old houses
- 4) workers ... 205 from about 200 houses of the community
2 shifts working system (but some part 3 shifts)
wages ... average 38 Yuan (30 to 60 Yuan)
- 5) profit ... 5.000 Yuan/month and 50 % to the city
- 6) others
 - a) raw materials from big factories
 - b) factory building and equipment bought by workers

3. Electric Flash Lamp Factory run by Neighbourhood Community, Kwangchou

- 1) established in 1965 with 8 housewives
- 2) main products.... 1.5, 2.8 and 3.8 volt bulbs
(40 million bulbs/year = 640.000 Yuan)
- 3) 1 workshop, utilizing old houses
- 4) workers ... 327 (90 % women)
wages ... average 36 Yuan (at the beginning, no payment)
- 5) 56 days maternity holidays with 70 % payment
small clinics attached
medical services for workers.... 80 % paid by the factory

REMARKS: Yun-n San Chei Chei Tao (Community industry) owns
10 factories including above 2. and 3.

4. Tung Fung Garments Factory, Kwangchou

- 1) established in 1952, organizing about 100 private makers
- 2) main products ... jeans, overalls, shirts and trousers
over 1 million pieces/year for export (= about 8 million Yuan)
- 3) workers ... about 800 (over 50 % women) 1 shift
wages ... average 60 Yuan (40 to 100 Yuan)
- 4) this factory belongs to a collective ownership (at the beginning participants contributed some amounts and these amounts were returned to the donors from the profit
50 % of the profit is transferred to the Government.
- 5) Production target is decided by the Export Corporation, Kwangtung.
New design is given by this Corporation and obtained through Kwangtung International Trade Fair (2 times/year)

5. Da-Shin Ivory Carving Factory

- 1) established in 1955, collecting about 40 makers in Kwangtung Province, and in 1958 the factory became a Provincial Government owned one.
- 2) main products ... 30 varieties (ivory ball, animals, landscape, pagoda etc.) for export
about 1 million pieces/year (10 tons): raw materials ... imported from Africa (300 Yuan/kg)
- 3) workers ... 570 (40 % women)
wages ... average 62 Yuan (40 to 172 Yuan)
- 4) training ... apprenticeship for 3 years: for the sophisticated products, 10 years experience necessary

6. Kwangchou No. 1 Electric Appliances Factory

- 1) Nanyang Electric Appliance Factory established in 1948 as a private factory with 18 workers (repairshop only ... output 29.700 Yuan/year).
In 1956 this factory became a private and state owned factory, and in 1958 it became state owned.
- 2) main products

a) whole set of distribution operators	6.800 sets/year
b) starter with reduced pressure	8.000 sets/year
c) DZ 10 airswitches	9.000 pieces/year
d) AC contact-makers	20.000 pieces/year
e) multi-purpose topping machines	8.000 pieces/year
f) IM 10 and IM 7 fusing instrument	70.000 sets/year

some products for export (mainly African countries)
output in 1964 ... 5 million Yuan
output in 1976 ... 17 million Yuan (cost value .. 13 million Yuan)
(profit ... 3.8 million Yuan)
- 3) 4 major workshops (component parts, assembly, mold and repair and maintenance)
total space .. 37.000 m², 447 machine tools (160 made by workers), at around the beginning of 1977, the factory manufactured one numerical control machine (17.000 Yuan) in order to increase productivity.
- 4) workers 1.100 (40 % women)
wages average 58 Yuan (39.5 to 110 Yuan) 2 shifts for supplementary work, overtime payment but rate is same (for 7 national holidays, plus 100 % payment)
- 5) In general, living cost for 1 person ... 15 to 20 Yuan/month, living cost for one family (4 persons) .. 70 Yuan/month

- 6) Workers Technical School: started in 1975 with 2 courses (electric course and mechanical course). 30 students (18 from this factory and 12 from other factories); 2 years duration with full payment.
- 7) others
 - a) for workers who don't keep the disciplines ... to correct them, education is undertaken and final punishment is dismissal
 - b) participation of workers in the management
11 members consist of the Revolutionary Committee of the factory (chairman appointed by the City, 7 vice-chairmen and 3 members. Some vice-chairmen and 3 members are elected by the workers from themselves)
 - c) production target is set by the Government (usually 3 months-ahead) on the basis of the factory's proposal.
 - d) total asset ... 3 million Yuan except land (annual depreciation system is introduced)
 - e) all profit belongs to the Government
If necessary, the factory borrows the funds from the bank temporarily with 0.5 % interests/year
 - f) the City Finance Bureau audits accounts once a year

7. Hua Shan Commune

- 1) total population ... 65,000 (13,250 houses) 51.2 % working population; total area ... 102 km²; main products ... rice
23 brigades consisting of 378 production teams with 485 walking tractors, 32 trucks and 17,500 bicycles. Every family has 1) bicycle, 2) sewing-machine and 3) radio
average cash income 350 Yuan/one man-power/year (before revolution 105 Yuan)
average grain distribution 250 kgs/one person/year
- 2) commune runs 10 factories (chemical fertilizer, foundry, cement, coal mining etc.)
visited :
 - a) agricultural machinery factory (330 workers, average wages 40 Yuan/month)
 - b) hospital (60 beds, 25 doctors)
 - c) aged home (20 old people from 60 to 90 years old)
 - d) chemical fertilizer factory (NH₃ 3,000 ton/year, 252 workers)
 - e) cement factory (3,000 ton/year, 54 workers, average wages 38 Yuan/month)
 - f) Ou Yan family
- 3) profit from the factories ... 1.5 million Yuan/year (25 % to the state and 25 factories will be established by these profits till 1980)
- 4) Revolutionary Committee ... 25 members selected by the commune congress and approved by the higher authorities.

5) others

- a) family planning under implementation (one family with 2 children): average marriage age ... man 24 to 25 years old, woman 23 years old
- b) Ou Yan family
 mother 56 years old, worker of confectionery factory
 son 27 years old
 his wife 25 years old
 2 daughters 23 and 20 years old
 work on the farm as members of the production team
 main products - rice, pigs, fruit and vegetables
 side occupation - fishing, forestry, poultry
 cash income - about 1.000 Yuan/year (in addition grain and edible oil are distributed by the commune)
 The production team to which the Ou Yan family belongs has 42 houses. About 5% of total farming land belongs to each family.

8. Nanhai Chemical Fertilizer Factory

- 1) established in 1966
 - 2) main products ... synthetic fertilizer (15.000 ton/year)
 nitrogen fertilizer (46.000 ton/year)
 phosphate fertilizer (30.000 ton/year)
 distribution under control of the county Revolutionary Committee
 - 3) workers and staff members ... 1.460 (chemical fertilizer 1.000)
 (component parts 350)
 (supporting area 110)
- 40% women
 wages range ... 8 grades

9. Palm Arts and Handicrafts Factory, Hainhui County

- 1) established in 1950
- 2) main products ... fan, pictures, embroideries, handbags, baskets, caps and mats for domestic need and export
 output in 1976 ... 4.25 million Yuan (70% for export)
 raw materials ... 18.7 million palm leaves/year from neighbouring communes
- 3) workers and staff member ... 495 (60% women)
 average wages 45 Yuan/month (32 to 72 Yuan)
- 4) 15 members of the Revolutionary Committee (12 members from County, 3 from the factory)

10. Hshinhui Labour College

- 1) established in 1958 by Mr. Chou En Lai's instruction and in 1961 the College became self-sufficient

- 2) subjects: agriculture and forestry
duration: 2 years or 1 year
teachers: 60, students: more than 200
qualifications: 1) commune's recommendation
2) single
3) under 25 years old
4) healthy
5) possibility of 2 years study
6) after middle school
7) pass the entrance examination
(sometimes soldiers, peasants and workers accepted)
- 3) 15 Yuan/month as boarding expenses are given to each student
(actual expenditures 12 to 13 Yuan, 2 to 3 Yuan pocket money).

11. Hahinhui Agricultural Machinery Factory

- 1) established in 1956
- 2) main products ... 10 horse power walking tractors
output in 1976 ... 8.250 tractors; cost/1 tractor ... 2.280 Yuan
- 3) 6 workshops
 - a) punching, pressing, electric welding
 - b) forging
 - c) gear processing
 - d) heat treatment
 - e) assembly
 - f) repair and maintenancemachine tools ... 400 (250 manufactured by this factory)
- 4) workers and staff members ... 750 (16 % women, 9 % management,
4 % supporting staff)
wages ... average 45 Yuan/month (40.4 to 103.5 Yuan)
- 5) factory trains selected people from communes and they teach
the other commune members how to use tractors

12. Chieng-men Electric Motor Factory

- 1) established in 1958
- 2) main products (200 varieties) ... a) ordinary electric motors
b) cyclo-motors
c) motors for ship
output in 1976 ... 45.000 sets of motors (total about
100.000 Kws, out of which 40.000 Kws for export)
- 3) 3 workshops
 - a) foundry
 - b) electric motor end
 - c) mold145 machines (only 2 imported from United Kingdom and Korea,
50 % manufactured by the factory)

Quality Control Centre (workers are motivated on quality control)

- 4) workers and staff members ... 580 (20 % women)
wages ... average 55 Yuan 2 shifts

13. Chiang-men Sugar Cane Chemical Works

- 1) established in 1957 and full operation in February 1959
- 2) main products ... sugar and by-products
sugar ... capacity 4.200 ton/day (120 days/year under operation)
bagasse pulp ... 120 ton/day
paper, hard board, molasses, liquor, solid carbon, cinder bricks etc.
- 3) 12 workshops and supplementary workshops
- 4) workers and staff members ... 3.600 (30 % women)
average wages ... 60 Yuan/month 3 shifts

14. Chiang-men Chemical Machinery Factory

- 1) established in 1951 with 18 workers and 12 old repair machinery
- 2) main products ... sugar crushing and refinery machines and equipment for mines
output in 1976 ... 1.000 tons of 431 items 4 million Yuan exported to Viet-Nam, Korea, Pakistan, Tanzania, Mali, Albania
- 3) 4 workshops with 507 machines (casting, coating, machinery and repair)
- 4) workers and staff members ... 909 (30 engineers and technicians)
wages ... average 66 Yuan/month (38 to 105 Yuan); 2 shifts
- 5) training school was attached in 1975
duration ... 2 years 7 months
29 students from this factory (paid by the factory)

15. Chiang-men Ship Repair and Building Factory

- 1) established in 1954 by merging several small shops with 18 workers and 2 small huts
- 2) main products ... ship building and repair
for 400 t ship ... 60 days, for 500 t ship ... 70 days
capacity ... till 1.000 ton ship
- 3) target in 1977 ... total 10.000 tons
operating budget ... 8 million Yuan/year
expenses under 500 Yuan can be approved by the factory (this factory is run by the Province)
- 4) workers and staff members ... 1.100 (280 for shipbuilding, 820 for ship repair and equipment)
wages ... average 50 Yuan/month (35 to 100 Yuan) 2 shifts
additional benefits ... 11 Yuan (about 22 %)/month
(free medical treatment, cheap rents, kindergarten etc.)

16. Chiang-nen Ratan Weaving Factory

- 1) established in 1950 ()
- 2) main products ... ratan chair, basket etc.
(11 categories with 1,000 varieties)
export to about 20 countries
raw material from Indonesia through Hong Kong
- 3) 4 workshops
- 4) workers and staff members ... 500 (70 % women)
wages ... average 47 Yuan/month (30 to 70 Yuan)
ages from 20 to 58 years (average 30)

17. Fusan Folk Art and Research Institute

(one exhibition centre)

18. Shihwan Art Pottery Workshop

- 1) established in 1952 merging about 30 individual workshops
(with over 700 years history)
- 2) main products ... 4 categories of art pottery (figures, animals, miniatures and utensils)
output in 1976 ... 1.5 million pieces, 2.2 million Yuan
(60 % for export)
- 3) techniques ... traditional and modern techniques (e.g. crystal enamel)
normal rejection ... 3.5 %, raw materials ... in this district
- 4) workers and staff members ... 530
wages ... average 53 Yuan/month (34 to 104 Yuan)

19. Hang Mien Silk Weaving Mill

- 1) established in 1958
- 2) main products ... silk clothes (5.5 million metres/year with 40 varieties)
some of products ... pure silk, some ... pure silk + rayon
raw materials of silk ... in China
raw materials of rayon ... from Japan
most of products ... export to 20 countries (mainly Hong Kong and Japan)
- 3) 500 silk weaving looms
one quality testing room
- 4) workers and staff members 1,200 (69 % women)
average wages ... 50 Yuan/month 3 shifts
average age ... 33 years old

20. Fusan Electric Bulb Factory

- 1) established in 1958 from a small torch bulb factory
- 2) main products ... electric bulb
1977 target ... 40,000 bulbs, 4.8 million Yuan (about 80 % of capacity)
1976 output ... , 3.5 million Yuan
- 3) 4 workshops (glass, ordinary bulb assembly, special bulb assembly and repair and maintenance)
all equipment made in China and 70 % made by this factory
- 4) workers and staff members ... 500 (50 % women)
wages ... average 48 Yuan (31 to 103 Yuan) 2 and 3 shifts
- 5) for 1978 target, the factory suggested the amount to the city in July 1977. In October 1977 the factory can get the decision. Every raw material is allocated on quarterly basis.

21. Liuchih-ho Hydroelectric Power Station

- 1) August 1958, installation and starting date
- 2) a) power station ... 4 power generating sets, total 42,000 kW
b) dam (reservoir) ... total capacity 320 million m³, covering 14.9 km²
c) water conducting channel ... 1,926 m
- 3) for construction, 5 years (all done by the people of Kwantung Province)

22. Wu Tsi Schan Hydroelectric Power Station, Liang Ko Commune

- 1) started in 1970 and completed in 1972, run by Liang Ko Commune (population 26,000, houses 5,447, cultivated area 24,000 mu, main products rice, 90 brigades and 185 production teams)
- 2) output 920 kW, total storage of water ... 1 million m³
- 3) workers ... 25 men and 11 women (2 girls from Kwangchou city after middle school)
- 4) total cost of construction ... 350,000 Yuan by the Commune
- 5) others: Liang Ko Commune has two more hydroelectric power stations and one under construction.

23. Shin-li Irrigation Network, Chon Hwa County

- 1) started in 1973, total cost 7 million Yuan
- 2) irrigation area 92,600 mu, irrigation channel 11 km
- 3) dam with 9 gates, bridge 120 m, river beds hydroelectric power station (capacity 800 kW) and water diversion channel

- 4) man made lake after 11 km irrigation channel
(from 1959 to 1962, 5.000 people participated in the construction of this lake without any machines)
from this lake, two irrigation channels start (one for east 21 km, another for west 24 km)
from 1973 to 1975, one power station established by the County, with 5 generator units (1.250 kW total capacity). Propellers of these generators were made of cement by the workers (cost 25.000 to 30.000 Yuan, 50.000 Yuan cheaper than steel propeller and manufacturing duration for one is only 1 week)
- 5) Chon Hwa County has now no problems of irrigation
Chon Hwa County (population 300.000, 12 communes, total area 2.000 km², cultivated area 330.000 mu) constructed many projects since Revolution for irrigation:
 - a) 360 reservoirs, total storage capacity 72 million m³
 - b) 140 irrigation projects
 - c) 150 irrigation and drainage stations
 - d) 128 hydroelectric power stations

24. Chiang Pu Rice, Edible Oil and Flour Mill

- 1) established in 1963
- 2) main products ... cleaned rice, 900.000 kg/year
wheat flour, 200.000 kg/year
rice noodles, 6.000 kg/year
edible oil, 23.000 kg/year
feed, 43.000 kg/year
all output in 1976 ... 750.000 Yuan
- 3) 6 workshops (rice cleaning, flour processing, noodle making, edible oil, feed and machine maintenance)
- 4) workers and staff members ... 160 (50 % women)
wages .. average 49 Yuan/month (32 to 93 Yuan) 1 shift

25. Chon Hwa Paper Mill

- 1) construction started 1963, full operation 1969
- 2) main products ... white paper, wrapping paper, hard-board
raw materials ... straw (for 1 ton white paper, 4 tons)
- 3) 6 workshops (straw cutter, boiler, digester, bleaching, paper rolling, paper cutting) and one laboratory
- 4) workers and staff members ... 162 (33 % women)
wages ... average wages 45 Yuan/month (39 to 63 Yuan) 3 shifts
- 5) white paper in 1976 ... 1.100 tons (6 ton/day)
white paper in 1977 target ... 1.200 tons
wrapping paper in 1976 ... 300 tons
wrapping paper in 1977 target ... 400 tons

26. Nanning Ponjee Silk Mill

- 1) established in 1965
- 2) main products ... silk clothes with 104 specifications
70 % raw materials in the region (mainly casava silk)
total products in 1976 ... 7.8 million metres (some portion for export)
- 3) 6 workshops (scoring, cleaning and combing, spinning, weaving, printing and dyeing and power)
10.400 silk spindles, 320 weaving looms (all made in China)
- 4) workers and staff members ... 2.337 (75 % women)
wages ... average 44 yuan/month (34 to 89 yuan) 3 shifts
managerial staff and women workers are organized in 3 shifts
working hours 1) 7.00 a.m. - 3.30 p.m.
2) 3.30 p.m. - 12.00 p.m.
3) 12.00 p.m. - 7.00 a.m.

27. Prefabricated Building Cement Products Factory

- 1) started in 1964
- 2) main products ... prefabricated cement blocks
output in 1976 ... 2,268.000 Yuan
target in 1977 ... 2,800.000 Yuan
- 3) 5 workshops (electric coils, prefabricated parts, reinforced pipe by steel wire, carpentry and maintenance and repair)
75 machine tools produced by workers
- 4) workers and staff members ... 436 (30 % women)
wages ... average 47 Yuan/month (33 to 85 Yuan) 2 shifts
305 working days/year

28. Nanning Rice Transplanter Factory

- 1) established in 1964
- 2) main products ... (hand-operated rice transplanter (40.000 sets/year)
(mechanized transplanter
cost of one hand-operated rice transplanter 60.86 Yuan
its sale-price 50.00 Yuan (Provincial Government subsidises)
since productivity has increased by 3.3 times by this machine
- 3) 4 workshops (pipe and tube drawing, welding, punching and pressing and maintenance and repair)
330 machine tools (one third by workers)
- 4) workers and staff members ... 618
wages ... average 44 Yuan/month (37 to 86 Yuan)

29. Nanning Wood Furniture Factory

- 1) started in 1958, merging several small shops
- 2) main products ... wooden furniture (65 % for export)
output 1976 ... 2.4 million Yuan (140,000 pieces)
- 3) 60 % of working system is mechanized with 180 sets of equipment (148 made by workers)
- 4) workers and staff members ... 540 (33 % women)
wages ... average 45 Yuan/month (36 to 74 Yuan)
- 5) working college is attached (13 students; 2 years)

30. Wuming Tannin Extract Factory

- 1) started in 1970
- 2) main products ... tannin (capacity 1,200 ton/year)
output in 1976 ... 1,557 tons (target 1,400 tons)
target in 1977 ... 1,400 tons
- 3) raw materials ... barks of trees collected by commune members for 1 ton tannin, 3.5 tons barks necessary
cost 1,250 Yuan/ton; sale-price 1,750 Yuan/ton
- 4) workers and staff members ... 178 (70 % women)
wages ... average 36 Yuan/month (32 to 60 Yuan)

31. Wuming No. 2 Agricultural Machinery Factory

- 1) established in 1966, organizing 105 handicrafts men
- 2) main products ... agricultural machineries (thresher, earth-remover, sprayer, combine-harvester and rice-cutter)
capacity ... 2,900 pieces/year
target in 1975 ... 500 threshers (this was accomplished on our visit)
- 3) workers and staff members ... 180
wages ... average 40 Yuan/month (32 to 45 Yuan)
- 4) main purpose of this factory is to meet the commune's requests. During farming seasons, the factory sends several groups to the communes to help them to repair the agricultural tools.

(Wuming County - population 493,000; 80 % Chuang nationality
13 people communes with 199 production brigades and 2,519 production teams. Main product is rice, 60,000 tons in 1949 and 230,000 tons in 1976. 33 factories with 9,000 workers - fertilizers, cement, agricultural machineries, sugar, paper, aluminium, printing, textile, cigarettes etc.,
Industrial output ... 8 million Yuan in 1965; 59 million Yuan in 1976. Grain ration per person/year: 70 kg in early days of Revolution, 285 kg now).

32. Ching Ping Reservoir of Ping Yang County

- 1) established in 1959, reinforced in 1976
- 2) dam capacity ... 77.9 million m³ water
irrigation area ... 169.000 mu (1 mu = 1/5 hectare)
- 3) side-works ... breeding fishes and hydroelectric power generation
- 4) 270 workers and staff members

33. Hsin Shin Padlock Manufacturing Factory (collective enterprise)

- 1) started in 1971, collecting 3 sewing groups
- 2) main product ... padlocks
in 1972 10.000 pieces, target in 1977 .. 1 million pieces
- 3) workers and staff members ... 233
wages ... average 38 Yuan/month (27 to 43 Yuan)

34. Production Brigade of Kung Tsun

This brigade constructed a 1.730 m canal with 8 bridges in 1976 without any assistance (260.000 total working days for 2 years)
total population of the brigade ... 4.200 (1.600 workers)
main product ... rice (550 kg/mu)

35. Ping Yang Cement Works

- 1) established in 1969
- 2) main product ... cement
output in 1976 ... 16.000 tons (capacity 10.000 tons)
target in 1977 ... 20.000 tons (new capacity since May 1977
40.000 tons)
expected target in 1978 ... 40.000 tons
in July 1977 ... cost 36.63 Yuan/ton; profit 6.72 Yuan/ton
- 3) workers and staff members ... 257 (50 % women)
wages ... average 36 Yuan/month (34 to 40 Yuan)

36. Litang Porcelain Factory

- 1) established in 1960
- 2) main product ... porcelain
output in 1976 ... 5.3 million pieces, 2 million Yuan
(60 % export)
target in 1977 ... 6.0 million pieces
- 3) workers and staff members ... 1.300
wages ... average 40 Yuan/month (30 to 65 Yuan)

(Ping Yang County -- population 650.00 , 12 people communes with 173 production brigades and 2,903 production teams. Main product is rice. Grain product in 1976 ... 248.000 tons; industry output in 1976 ... 41.8 million Yuan. County has many factories ... porcelain, sugar, cigarette, cotton fabrics, fertilizer, agricultural machine, pesticide, cement, electric motors and generators etc. Grain ration per person/year: 150 kg in early days of Revolution, but now 300 kg. County can decide the budget up to maximum 10.000 Yuan)

37. Riuchou Construction Machinery Works

- 1) established in 1958
- 2) main products ... shovel tracks... 135 horse power, 85.000 Yuan/
one
220 horse power, 120.000
Yuan/one
output in 1976 ... 200 sets, 32.6 million Yuan
target in 1977 ... 200 sets
- 3) 12 workshops with 800 machineries (80 % made in the factory)
- 4) workers and staff members ... 2.200 (30 % women)
wages ... average 48 Yuan/month (32 to 132 Yuan)
- 5) as a side-work, the factory produces agricultural products and cultivated fishery; pigs and cattle

38. Riuchou Switch Gear Factory

- 1) established in 1958
- 2) main products ... high and low voltage switch board, circuit breakers etc.
output in 1976 ... 12.6 million Yuan, profit .. 2.65 million Yuan
- 3) 7 workshops with 170 machine tools (50 % made in the factory)
- 4) workers and staff members ... 1.182 (45 % women)
wages ... average 40 Yuan/month (30 to 83 Yuan)

39. Riuchou Tractor Factory

- 1) established in 1958
- 2) main products ... tractor (37 horse powers)
output in 1976 ... 4.000 tractors (price 9.500 Yuan/tractor)
target in 1977 ... 4.500
- 3) 15 workshops with 1.500 machine tools (600 made in the factory)
capacity ... 5.000 tractors/year
- 4) workers and staff members ... 4.130
wages ... average 40 Yuan/month (32 to 101 Yuan)

40. Yansu Agricultural Machinery Repair Factory

- 1) established in 1958
- 2) main products ... repairs of agricultural machineries,
production of small diesel engines (5 horse powers)
- 3) 4 workshops (repair, refinery, foundry and molding)
- 4) workers and staff members ... 200
wages ... average 41 Yuan/month (32 to 62 Yuan)

III. Conclusions and Recommendations

After the study tour to China, all the participants filled in a short questionnaire for the evaluation of this tour, and there was also a meeting held to exchange each others view on it.

The summary of conclusions is:

1. All participants are very much impressed by the warm and friendly hospitality of the Chinese people and the Chinese authorities concerned.
2. This study tour gives the participants clearer concept of the small and medium scale industries in China as well as the system of planning.
3. The Chinese policy of the industrial development is very instructive to the Philippines although direct application is not possible because of the different social system.
4. Technical standards are not as high as the participants expected, but they are impressed by the quality of the products and the workers attitude towards technical innovation and improvement.
5. Concept of people's communes and its factories may be applicable to the rural development policy of the Philippines, although there are some problems to be solved.

On the basis of the discussions with the participants, my recommendations of further study tours to China are following:

1. At the beginning of the study tour, comprehensive briefing on Chinese industry with related fields should be given to the participants in order to avoid any misunderstandings caused by the different social system. This briefing should include
 - a) policy with the background
 - b) organizational structure
 - c) planning
 - d) marketing
 - e) financing
 - f) raw-materials
 - g) equipment
 - h) technology
 - i) man power
 - j) transportation

A very good briefing was given by Mr. Chin, Vice Chairman of the Revolutionary Committee of Kwangsi Region, at the industry of Kwangsi. However, if this kind of briefing had been given to the participants at the beginning, our study tour would have been more understandable and time-saving.

2. Due to the kind arrangements made by the Chinese authorities concerned, we could visit a lot of factories covering many different industrial fields. However, one can very easily point out that there was some duplication in our study tour (e.g. two padlock factories, two ceramic factories, two silk factories, several handicraft shops, several agricultural machinery mills, two reservoirs with irrigation systems etc.). If the briefing on Chinese industry is sufficiently comprehensive, one representative factory in one industrial field (except for priority areas) would be enough in principle for study purposes. This gives the participants a clearer concept of factory activities in each industrial field.
3. Sometimes we visited 3 or 4 factories per day, which limited the duration of observation and discussions accordingly. In general, two factory visits per day would be much more efficient for the participants so that they have enough time to study and discuss the details of the factory, including technical matters. In addition, if some basic data of the factory is presented to the participants in printed form, it may save much time for noting and confirming the several figures. Also one full holiday after six working days is important for the participants in order to give them the opportunity to think over the outcome of factory visits.
4. I clearly understand that the Chinese authorities concerned made a lot of efforts to finalize the programmes of this study tour and, due to the time pressure, they could not discuss the itinerary with UNIDO before the study tour commenced. In the future however, more detailed discussions on the study tour programme should be undertaken before finalization between UNIDO and the Chinese authorities concerned in order to bring about more fruitful results within the limited duration and funds.

At the end of this report, I would like to express my sincere thankfulness for the hospitality and kind co-operation of all the Chinese authorities concerned and the Chinese people; we were not mere study tour students but invited privileged guests. Also I hope that in future UNIDO has a chance to organize study tours to other countries for Chinese participants.

Furthermore I wish to add that all the participants of the Philippines studied very hard during this study tour, from which they gained experiences which may be useful and of benefit to the further development of small and medium scale industries in the Philippines.

List of Participants

Head of Mission of the Philippines:

Cesar P. Maouja
Undersecretary of Industry
Chairman, Commission on
Small and Medium Industries

Government Sector:

Joseph M. Pernia
Acting Executive Director
Commission on Small and
Medium Industries
Department of Industries

Roberto F. de Ocampo
Deputy Administrator
National Electrification Administration

Candido O. Honrado
Assistant Director
Local Government and Government Corporation
Budget Office
Budget Commission

Georges B. Piron
Supervising Consultant
Medium and Small Scale Industries
Coordinated Action Program
Department of Industry

Jose S. Sason
Chief, Foundry Division
Metals Industry Research
and Development Center

Private Sector:

Magdalena S. Villaruz
S V Enterprises and Agro Services,
Iloilo City
(Manufacturer: Agricultural Implements)

Supremo M. Bautista
Cagayan Cement Products
Tuguegarao, Cagayan
(Manufacturer: Cement Products)

Jaointo S. Roque
Community Agro-Industrial
Development Corporation
Iligan City
(Developer: Agri-processing Plants)

Roberto S. Salido
Sagana 100
Aklan
(Manufacturer: Organic Fertilizer)

Romas Casas NCO
Allied Industrial Corporation
Cebu City
(Manufacturer: Fabricated Metal Products)

UNIDO Representative:

Nagaaki Yamamoto
Industrial Development Officer
Training Section
UNIDO - Vienna

Itinerary

- 12 August 1977 Vienna to Bucharest
13 August Departure from Bucharest
14 August Arrival in Peking
General discussion of the study tour
15 August Arrival in Kwangchou
11 Philippine participants arrival in Kwangchou
Detailed discussion on the study tour programme
16 August Visit to Kwangchou Electric Motor and Generator Factory
" to Pad Look Factory (run by Neighbourhood Community)
" to Electric Flash Lamp Factory
" to Tung Fang Garments Factory
Chinese Dance drama at Sun Yat-Sen Memorial Hall after dinner
17 August Visit to Da-Shin Ivory Carving Factory
" to Orchid Garden
" to Kwangchou Nr. 1 Electric Appliances Factory
" to Culture Park of Kwangchou
18 August Visit to Hua Shen Commune (Agricultural Machinery
Factory, Hospital, Old People's Home, Chemical Fertilizer
Factory, Cement Factory and one family of commune
member)
Banquet by Mr. Li Chien-An, Vice-Chairman of Kwangtung
Province R.C.
19 August Departure from Kwangchou
Visit to Nanhai Chemical Fertilizer Factory
Arrival in Hshinhui County
Visit to Palm Arts and Handicrafts Factory
" to Hshinhui Labour College
Informal Banquet by Mr. Tang De-Juang, Vice-Chairman
of Hshinhui County R.C.
20 August Visit to Hshinhui Agricultural Machinery Factory
Departure from Hshinhui
Arrival in Chiang-Men
Visit to Chiang-Men Electric Motor Factory
Film Show after dinner
21 August Visit to Chiang Men Sugar Cane Chemical Factory
" to Chiang Men Chemical Machinery Factory
" to Chiang Men Ship Repair & Building Factory
Informal Banquet by Mr. Hsu Fang, Vice-Chairman of
Chiang Men County R.C.
22 August Visit to Chiang Men Ratan Weaving Factory
Departure from Chiang Men
Arrival in Fusan
Visit to Fusan Folk Art & Research Institute
" to Shihwan Art Pottery Workshop
" to Hung Mien Silk Weaving Mill

- 23 August Visit to Fusan Electric Bulb Factory
 " to Taoist Temple
 Departure from Fusan
 Visit to Kwangchou Zoo
 Arrival in Chon Hwa
- 24 August Visit to Liuchih-ho Hydroelectric Power Station
 " to Hu Tsi Shan Hydroelectric Power Station
 of the Liang Ko Commune
 " to Shin Li Irrigation Network
 Film Show after dinner
- 25 August Visit to Chiang Pu Rice, Edible Oil and Flour Mill
 " to Chon Hwa Paper Mill
 Mid-term Evaluation Meeting by the participants and
 Chinese authorities concerned
- 26 August Departure from Kwangchou
 Arrival in Nanning
 Banquet by Mr. Chin Yin Chi, Vice Chairman of R.C. of
 Kwangsi Chuang Autonomous Region
 Film Show after Banquet
- 27 August Briefing on Industry in Kwangsi Region by Mr. Chin
 and Discussions
- 28 August Visit to Manning Ponjee Silk Mill
 " to Prefabricated Building Cement Products Factory
 Film Show after dinner
- 29 August Visit to Manning Rice Transplanter Factory
 " to Manning Wood Furniture Factory
 Banquet by the Philippines Delegates
 Chinese Dances & Songs after Banquet
- 30 August Visit to Wuming County
 1. Wuming Tannin Extract Factory
 2. Wuming No. 2 Agricultural Machinery Factory
 3. Wuming County Office
 4. I Rin Ai - sight seeing
- 31 August Departure from Manning to Ping Yang
 Visit to Ching Ping Reservoir
 " to Hsin Shin Pad Lock Manufacturing Factory
 " to Production Brigade of Kung Tsun
 Briefing on Ping Yang County at the Guest House of
 Ping Yang County
 Informal Banquet by Mr. Yang Ching-Shu, Chairman of
 R.C. of Ping Yang County
 Performance of Children after Banquet
- 1 September Visit to Ping Yang Cement Works
 " to Litang Porcelain Factory
 Departure from Ping Yang to Nanning
 Departure from Nanning by train
 Arrival in Riuchou

- 2 September Visit to Riuchou Construction Machinery Works
" to Riuchou Switch Gear Factory
" to Riuchou Tractor Factory
Banquet by Mr. Tu Chin Ming, Vice-Chairman of R.C. of
Riuchou City
Departure from Riuchou by train
Arrival in Kweilin
- 3 Sept. Departure from Kweilin to Yangsu by car and boat
sight seeing
Visit to Yangsu Agricultural Machinery Repair Factory
Return to Kweilin by car
Banquet by Mr. Ou Chen, Vice-Chairman of R.C. of
Kweilin City
Film Show after Banquet
- 4 Sept. Sight seeing (1. Pilled Silk Mountain 2. Reed Flute Cane)
Departure Kweilin to Kwangchou
Arrival in Kwangchou
Banquet by Mr. Li Chien-an, Vice-Chairman of R.C. of
Kwangtung Province
Film Show after Banquet
- 5 Sept. Shopping
Free time
Banquet by the Philippine Delegates
- 6 Sept. From Kwangchou to Hong Kong
- 7 Sept. From Hong Kong to Manila
Visit to UNDP
- 8 Sept. Visit to UNDP
Preparation of Report
- 9 Sept. Discussions on Study Tour with all participants at
Ministry of Industry
Visit to MIRDC
- 10 Sept. Departure Manila; arrival Calcutta

Briefing on Industry of Kwangsi Region

by Mr. Chin, Vice-Chairman of Kwangsi Region R.C.

Kwangsi Chuang Autonomous Region is one autonomous Region with 12 different nationalities (total population about 33,000,000) out of 5 autonomous Regions in China.

Before the Revolution there were no industries in this Region, and in 1958 the Region started establishing industries, especially steel industry, because steel is fundamental to the industry and raw materials are in the Region.

1. The principles of industrial development:
 - 1) Industry should serve to agriculture (Mr. Mao said "China will realize fundamental agricultural mechanization in 1980 and realize modernization in this century");
 - 2) Rely on people, and mobilize masses for industrialization;
 - 3) Utilize raw materials in the Region and meet local people's demands;
 - 4) Self-reliance and hard working.
2. Summary of industries:
 - 1) steel industry: in 1958 they started to produce steel from nothing, and got 1 kg steel by themselves. Now they have 11 iron and steel factories.
 - 2) agricultural machineries:
 - a) 2 walking tractor factories (16,000 sets in 1976 and 20,000 sets in 1977)
 - b) 1 medium size tractor factory (capacity 5,000 sets one year, 4,000 in 1976 and 4,500 in 1977)
 - c) about 30 related factories
 - 3) sugar industry
 - 4) canned food factory (pineapples, etc.)
 - 5) paper industry (more than 100 factories)
 - 6) ceramics (11 big porcelain factories and many small factories)
 - 7) handicraft factories using bamboo
 - 8) cement (126 cement factories using lime stone in the Region; biggest 620,000 t/year, medium 100,000 t and small 500 t)
 - 9) chemical fertilizer (65 factories of nitrogen, synthetic and 61 factories of phosphate fertilizer)
 - 10) jute industry
 - 11) wine
 - 12) soya bean sauce
 - 13) many other products to meet people's daily life
 - 14) electric power and electric power generators and so on: total electric power 1,360,000 kw with more than 10,000 stations (from 5 kw to 12,000 kw); no thermal power station.
 - 15) coal industry: 118 coal mines from 3,000 t to 1 million t/year

3. Organisation of administrations

Under R.C. (Revolutionary Committee) of the Region,

- 1) Planning Committee: for unified planning, biggest office,
- 2) Capital Construction Committee: construction of factory, civil construction and infrastructure, administration
- 3) Industry and Communications Office: industrial products, communication and transportation
- 4) Finance and Trade Office
- 5) Agriculture Office
- 6) Some Bureaus
 - a) Metallurgical Industries Bureau
 - b) Machinery " "
 - c) Light " "
 - d) Chemical & Petrochemical Ind. "
 - e) Coal Mining Bureau
 - f) Agricultural Machinery Management Bureau
 - g) Communication & Transportation "
 - h) Post & Telecommunication "
 - i) Labour

etc.

(Each Bureau belongs to a relevant office; similar organization is in county and commune).

4. Others:

- 1) Relation with the Central Govt.: products in this Region which are also produced in other Provinces should be approved by the Central Govt. Production Plan should be approved by the Central Council.
- 2) Inside the Region, Planning Committee decides the production plan (each level of authorities has a Planning Committee).
- 3) Each industry has small, medium and big factories, run by commune, county or city, and provinces respectively.
- 4) In busy agricultural season, city workers organize teams to help farmers to repair and operate agricultural machines.
- 5) Prices of products are mainly decided by the Central Govt. (for 10 years, no inflation).
- 6) Wages are also decided by the Central Govt.
- 7) Annual conference on each industrial sector is held to discuss quality and quantity of each factory's products.

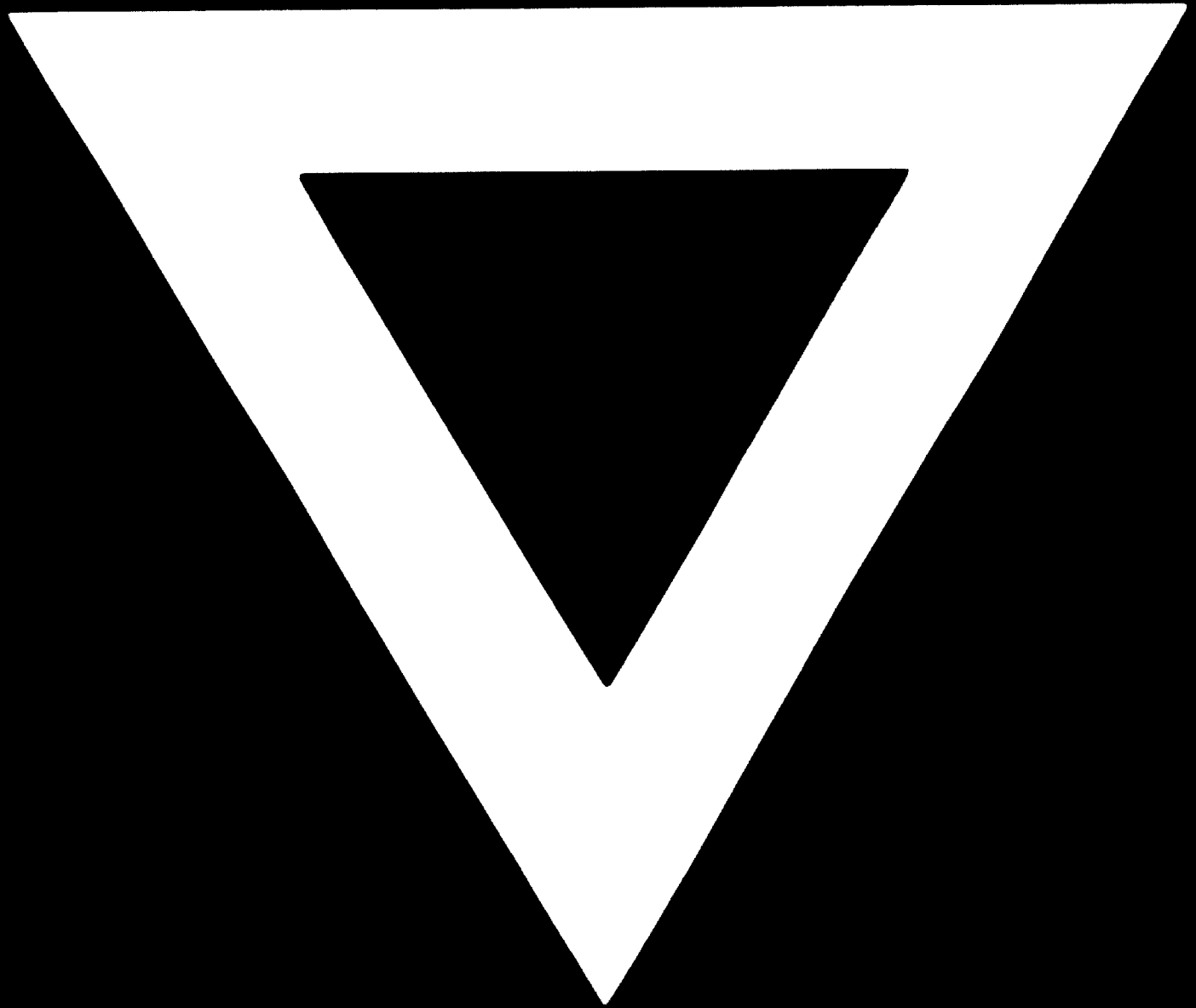
List of Main Persons Met

Mr. Suen Hui-Yuan	Division Chief of 6th Dept. of Ministry for Economic Relations with Foreign Countries
Mr. Ting Tsion-Wen	Staff member of "
Mr. Sheh Bao-Chuan	Protocol Officer of "
Mr. Chang Shi-Har	Vice-Chairman of R.C. of Kwangchou Electric Machinery Factory
Mr. Wu Ji-Chang	Director of Pad Lock Factory
Miss Luo Chui-Yu	" of Electric Flash Lamp Factory
Mr. Li Chien-an	Vice-Chairman of Kwangtung Provincial Revolutionary Committee
Mr. Wang Huan	Vice-Chairman of Planning Committee, Kwangtung Provincial Revolutionary Committee
Mr. Shih Ying	Leading Member of Sixth Dept. of Ministry for Economic Relations with Foreign Countries
Mr. Li Lo-sheng	Director of Bureau for Economic Relations with Foreign Countries, Kwangtung Provincial Revolutionary Committee
Mr. Ho Chien-Ko	Deputy Director "
Mr. Chou Lieh-chen	Deputy Chief of First Division, Sixth Department, Ministry for Economic Relations with Foreign Countries
Mr. Li Tung-Chun	Staff member of sixth Dept. Ministry for Economic Relations with Foreign Countries
Mr. Lu Yi-ohing	Staff member of "
Mr. Chai Fu-chun	Interpreter
Miss Chen Jo-Shu	"
Mr. Ko Jian Fu	"
Mr. Cho Fu Yao	Vice-Chairman of R.C. of Tung Fang Garments Factory
Mr. Wu Shen-Chiy	Vice-Chairman of R.C. of Da shin Ivory Carving Factory
Mr. Li Shu-Jun	Chairman of R.C. of Kwangchou No. 1 Electric Appliances Factory
Mr. Yang Yao Ho	Vice-Chairman of R.C. of Hua Shan Commune
Mr. Tseng Cheng	Chairman of R.C. of Nanhai Chemical Fertilizer Factory
Mr. Cheng Yung-hung	Director of Industry Dept. of Hshinhui County
Mr. Tan Ping-Run	Chairman of R.C. of Palm Arts and Handicrafts Factory
Mr. Chiang Pao-Sheng	Vice-Chairman of R.C. of Hshinhui Labour College
Mr. Ho Mao	Vice-Chairman of R.C. of Hshinhui Agricultural Machinery Factory
Mr. Liu Han-Liang	Vice-Chairman of R.C. of Chiang Non Electric Motor Factory

Mr. Li Jiao	Vice-Chairman of R.C. of Chiang Men Sugar Cane Chemical Factory
Mr. Tang Yao Jun	Vice-Chairman of R.C. of Chiang Men Chemical Machinery Factory
Mr. Lin Yuan	Vice-Chairman of R.C. of Chiang Men Ship Repair & Building Factory
Mme Yua Yiu	Vice-Chairman of R.C. of Chiang Men Ratan Weaving Factory
Mr. Wang Su	Member of R.C. of Shihwan Art Pottery Workshop
Mme Wang Ai Yung	Vice-Chairman of R.C. of Hung Mien Silk Weaving Factory
Mr. Chang Li Ming	Chairman of R.C. of Fusan Electric Bulb Factory
Mr. Chia Jun Chai	Vice-Chairman of R.C. of Liwchih-ho Hydroelectric Power Station
Mr. Yang Mau Lin	Vice-Chairman of R.C. of Liang Ko Commune
Mr. Yan Chung Cheng	Deputy Director of Water Conservancy & Electric Power Bureau of Chon Hwa County
Mr. Chi Kan Yu	Chairman of R.C. of Chiang Pu Rice, Edible Oil and Flour Processing Mill
Mr. Wang Tian Yan	Vice-Chairman of R.C. of Chon Hwa Paper Mill
Mr. Chin Yin Chi	Vice-Chairman of the Revolutionary Committee of Kwangsi Chuang Autonomous Region
Mr. Hou Ven Hua	Deputy Director of the Office for Industry and Communication of the Revolutionary Committee of Kwangsi Chuang Autonomous Region
Mr. Kung Shi Chi	Deputy Director of the Planning Committee of Kwangsi
Mr. Lou Jie-San	Deputy Chief of Division of Foreign Affairs
Mr. Li Kuo Chin	Deputy Director of the Office for Foreign Affairs of the Revolutionary Committee of Kwangsi Chuang Autonomous Region
Mr. Hai Yine	Interpreter
Mr. Tan Chien Hua	Interpreter
Mr. Kuo Yueh Liang	Vice-Chairman of R.C. of Nanning Pongj Silk Mill
Mr. Wang Hui Chun	Vice-Chairman of R.C. of Prefabricated Building Cement Products Factory
Mr. Chiang Shi Hai	Vice-Chairman of R.C. of Nanning Rice Transplanter Factory
Mr. Wei Chun Chang	Vice-Chairman of R. C. of Wuming County
Mr. Yang Ching-Shu	Chairman of R.C. of Ping Yang County
Mr. Mang Kui Fu	Director of Ching Ping Reservoir
Mr. Wei Li-Ming	Chairman of R. C. of Nanning Wood Furniture Factory
Mr.	
Mr. Tang Chao-Chi	Chairman of R.C. of Production Brigade of Kung Tsun
Mr. Kwan Shi Shao	Chairman of R.C. of Ping Yang Cement Works
Mr. Wan Chui Chang	Chairman of R.C. of Litang Porcelain Factory

Mr. Tu Chin Ming	Vice-Chairman of R.C. of Riuchou City
Mr. Wang Chang Ching	Vice-Chairman of R.C. of Riuchou Construction Machinery Works
Mr. Fan Shao Poi	Vice-Chairman of R. C. of Riuchou Switch Gear Factory
Mr. Tung Shi Chung	Vice-Chairman of R.C. of Riuchou Tractor Plant
Mr. Ou Chen	Vice-Chairman of R.C. of Kweilin City
Mr. Yu Chin Chao	Vice-Chairman of R.C. of Yangsu Agricultural Machinery Repair Shop
Mr. John Melford	Resident Representative a.i. UNDP Philippines
Mr. T.L. De Jongh	Assistant Industrial Development Field Advisor, UNIDO, Philippines
Mr. Koichi Shiotsuka	J.P.O., UNDP, "
Mr. D.A. Williams	UNIDO expert of MIRDC
Mr. Kiyogi Deguchi	Colombo Plan expert of MIRDC

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