

alongside the plant and we spread so much "dung" over the land that we can't even estimate the extent of the damage.

Finally, five years later, purification facilities and a chemical plant were put into operation. It appeared that we were now to run a "normal" operation but then we were hit hard by other problems. The number of personnel at the plant increased but there was no concomitant expansion of social amenities. According to the plan, the workers' settlement was to have been built at the same time as the plant itself, but the first apartment block was built only in 1975. There was no highway connecting the plant to the regional centre. It took days to get to the clinic. The workers began to abandon the plant and it would have been ridiculous to expect the plant to run at full capacity under these conditions.

Nevertheless, we were asked to produce at planned capacity right from the start - 14,000 tonnes of charcoal annually. This was a completely unrealistic target. It was unrealistic mainly because of discrepancies in the design. It became clear after the chemical plant was put into operation for example, that the boiler would have to be completely reconstructed. It ran on coal which made the steam pressure "jump" yet the production process in the plant required a steady supply at constant pressure. It took several years to goad them into changing the design and it took another five years to actually transform the boiler into an oil-burning unit. Work on this project is still not completed.

As a result of all these mishaps the directors of the plant have become constant supplicants. They had to beg the designers to review