

calculation from a base ['raschetno ot bazy' - meaning unclear (TR.)]. In addition, there are other State orders for freely convertible currency derived from the same overseas transport, and for tonnes of export-import freight, calculated with respect to the tonnage of the fleet and the financial reporting basis.

Any experienced person will understand that State orders of this type do not fit in with our way of working -- they offer no leeway for handling resources and fail to create vertical and horizontal lines of mutual responsibility among all parties. Thus, the real 'search' actually begins after the State order has come down. That is, the search for senders, exporters and importers, who are quite reluctant to enter into direct agreements. Specialization among steamship lines with respect to cargoes and destinations, as approved by the Ministry of the Maritime Fleet (MMF), regulates this process to a certain degree, but results in conflicts between steamship lines, the 'owners' of general contracts, and outsiders. This leads to a disruption of direct mutual responsibility between the steamship line and the owner of the cargo.

At the same time, the rigid framework of an agreement can sometimes reduce effectiveness in the use of the fleet. For example, in an effort to fulfill a direct agreement with the "Eksportles" All-Union Association, the steamship line is sometimes forced to send out ships with incomplete cargoes of lumber.

It's our view that State orders in overseas navigation should be built from the bottom up. Associations of exporters and importers, acting as governmental bodies, issue a State order to a