

During the twelfth 5-Year Plan we expect to replace approximately 90 vessels of the transport fleet, and we will require almost a billion rubles. Without help we cannot possibly succeed.

How does it look for development of accountability at the enterprise level?

We feel that cost-accountability must be extended down to each primary labour unit, be it a ship's crew or dockworker's brigade. Otherwise, the relationship between the individual's contribution and the final result from the work of the entire collective will remain an abstract concept, mere starry-eyed idealism.

An interesting proposal has been put forward by seamen of the motor ship "Mekhanik Zheltovskii", which carries cargo on the Arkhangelsk - Dudinka route. They are proposing establishing norms for the ship identical to those which the ministry sets for the steamship line. The idea of 'top to bottom' cost-accountability is finding support and is really encouraging the crew to reduce expenses wherever possible and maximize income.

So one could say that the fleet is having a look at the cost-accountability model. And what improvements are being made in economic relations with superior organizations?

There have been changes in the planning system. The State order has replaced the mass of target indicators coming down from the ministry. For coastal navigation, the State order covers 70 percent of the freight scheduled for delivery this year to regions of the Far North. And for overseas navigation it covers 100 percent, determined by