

This one and a half million roubles have been just sufficient to keep the Combine from going under. The cost of total modernization of production is approximately 300 million. The appetites of the other two combines - also starving to be rebuilt - are just as large. It is true that, beginning in the New Year, reciprocal settlements with Eastern European countries will be made in convertible currency only. This will improve the position of the PPC's, although perhaps only marginally, since no provision has been made for an increase in the amounts of money allocated to the workers' collectives from currency earned by them. So where is all this money to be found? Here are some recipes culled from my Archangel notebook.

The Deputy General Director of the "Arkhangel'sklesprom" Association, A. Kalinin: "We need to increase the standard deductions in foreign currency: up to three-quarters for pulp and paper products. There should be no allocations for the USSR Ministry of the Timber Industry (Minlesprom)."

The Head of the Main Planning and Economics Directorate of the Archangel Oblast Executive Committee, A. Lichutin: "We are planning a series of shops to produce paper and paperboard. These products are worth much more than pulp and it is more advantageous to sell them. We can obtain the foreign currency needed for building these shops by selling a part of the pulp to foreign countries."

The Chief Engineer of the Archangel PPC, V. Il'in. "A machine for producing pulp is almost a copy of a papermaking machine. We can quickly tool up for the production of paper. We have reached agreement with foreign firms concerning deliveries of plant. In exchange for pulp we have an unused reserve of capacity for digesting 30,000 tonnes of pulp. We knocked on doors at Minlesprom for the necessary authorization and they replied "Impossible". "Why," we asked. "There isn't enough pulp in the country and you want to hand over the increase to the West". So we retorted that this was just the time for