

the pie". Mr. Filatov stood his ground firmly: they were not in agreement with the ministry on the matter of material interests. They were tired of paying hundreds of millions of rubles annually into the ministry's coffers and then begging for hand-outs. The USSR Ministry of Metallurgy had agreed to the concern, but only within the framework of the ministry, with the administrative centre to be in Moscow. Did this amount to simply changing the sign on the door? Yes, so it would seem. Today, there already exists an entire raft of such "concerns" operating under the aegis of the sectoral headquarters and firmly attached to the ministry, providing guaranteed employment to the numerous personnel at sector headquarters.

I imagine that when this is read at the Ministry of Metallurgy the reaction will be: "But following the merger of the ministries of ferrous and non-ferrous metallurgy only 1200 out of 2600 workers remained in the apparat." Yes, but to this number one can readily add a further 1600 persons employed in the concerns created under the ministry.

Having become the actual masters of production and the owners of earned revenue the concern's board of directors decided that it would make more sense to produce the equipment they needed themselves rather than purchase it with hard currency. It has now become possible to supply ecologically safe raw material to the Pechenganikel!" Combine, which is situated close to the border with Norway. The low profitability of "Severonikel!" will not only be offset by a review of the concern's internal prices. A joint venture to produce cadmium batteries for automobiles is also being established here.

The construction program for Norilsk amounts to 500 million rubles worth of construction and installation work annually. Each year 300,000 cubic meters of timber