

the technical specifications, urge on the builders, and try to convince the higher-ups to set less demanding targets. We needed a break both to complete the reconstruction of the timber yard and the cross-cutting shop and to replace the equipment that had outlived its service life.

Three years ago the "Soyuzleskhimprom" Association decided to compromise: it cut the charcoal production plan target down to 8,800 tonnes. The plant was charged with reaching design capacity only by the end of the current five-year plan. The workers got down to work and, having taken a good look at our reserves, we decided to bring production up to 9,500 tonnes last year and to 11,000 tonnes this year.

7.5 million roubles were allotted for technical retooling. After the reconstruction of the main production facilities we would be in the position to produce 32,000 tonnes of charcoal annually. We wanted to build a finished products warehouse and we dreamed of acquiring track scales and of bringing the auxiliary shops up to optimum production. Most importantly, three million roubles were to be invested in environmental protection measures.

Recently, however, the plant was transferred to the jurisdiction of the "Kirovlesprom" Association, and the situation changed radically. The "Kirovlesprom" executives took our plan to be too undemanding and they increased it by 1,700 tonnes, that is by more than 16%. Pressed in this way, we had no time for the reconstruction project. It would appear that the "Kirovlesprom" has come to a "iron" conclusion about our operation: "you've already accrued losses of approximately 40 million roubles of state funds, - don't ask for more".