

MINUTES OF 136TH MEETING OF BOARD OF DIRECTORS

DIRECTORS	HELD AT	ON	TIME
MINUTE BOOK	KARACHI	4th December, 1997	

The one hundred and thirty sixth(136th) meeting of the Board of Directors of State Life Insurance Corporation of Pakistan, was held on 4th December, 1997 at Karachi.

PRESENT:

- | | |
|---------------------------|-------------------------------|
| 1) Sayed Muzafar Ali Shah | Chairman |
| 2) Mr. Mohammad Sulaiman | Additional Secretary/Director |
| 3) Mr. Zafar Mahmoud | Executive Director |
| 4) Mr. A. Rauf Malik | Executive Director |
| 5) Mr. Mazhar Hussain | Executive Director |
| 6) Mr. A.Q. Raashid | Secretary Board |

2. The meeting commenced with recitation of verses from Glorious Quran by Chairman Sayed Muzafar Ali Shah.

3. The Chairman, Sayed Muzafar Ali Shah on behalf of all Directors, the Corporation and on his own behalf, warmly welcomed Mr. Mohammad Sulaiman, Additional Secretary, Government of Pakistan, Commerce Division on the Board of Directors of State Life Insurance Corporation. He said that Mr. Sulaiman carried with him a world of experience and expertise and his presence on the Board would immensely contribute to the quality of decisions. He added that on the one hand State Life is to operate on commercial lines in order to remain competitive and on the other it has to abide by the instructions of the Government. The Chairman said that where Government instructions affect the business, State Life would approach the Government. He expressed the hope that Mr. Sulaiman would understand the handicaps and difficulties of State Life and would help the Corporation to overcome the same by interfacing with the Government.

4. Mr. Mohammad Sulaiman, Additional Secretary, Commerce and Director, State Life, thanked the Chairman for his affectionate feelings and assured that he would try to be as helpful as possible towards the working of the Corporation. He also assured to do his best, along with the professional expertise of the Board, for the progress of the Corporation and interfacing with the Government. He said that the Government had thought that State Life being a large and successful organization needed a senior representative on the Board and had therefore been pleased to nominate him on the State Life Board. He said that the Commerce Ministry wanted the Corporation to be more productive and added that in the public sector, efficiency was low but the costs were increasing. Thus, the public sector generally suffered from stagflation. He expressed the hope that State Life would achieve growth in First Year Premium, Second Year Persistency and Renewal Premium coupled with reducing costs.

5. Mr. Abdul Rauf Malik, Executive Director said that during the last two years the system was not allowed to work and certain deviations and violations occurred in the Corporation. He said that efforts were now being made to stick to the system. He expressed the belief that with the immense knowledge and expertise of Mr. Mohammad Sulaiman on the Board, State Life, would stick to systems and norms of business.

CHAIRMAN'S
INITIALS



MINUTES OF 136TH MEETING OF BOARD OF DIRECTORS

HELD AT KARACHI	ON 4th December, 1997
--------------------	--------------------------

ITEM 1 - CONFIRMATION OF MINUTES.

6. Mr. Mohammad Sulaiman said that a number of issues were mentioned in the minutes and enquired about implementation of the same. Mr. Abdul Rauf Malik said that the decisions were taken by the Board or the Executive Committee, while implementation was to be done by a different set of officers. He proposed that where a decision is not implemented within the given time, the Divisional Head concerned be asked to appear before the Board or the Executive Committee, as the case may be, and explain the reason as to why implementation did not occur. The Board approved the proposal.

7. With regard to matters pending with the Government, Mr. Mohammad Sulaiman requested that copies of the relevant correspondence be provided to him so that he may look into the same.

ACTION: GM(BS) regularly.

8. With the above observations, the minutes of 135th meeting of the Board were confirmed. Accordingly it was resolved as under:

Resolved

"that the minutes of 135th meeting of the Board held on 3rd October, 1997 be and are hereby confirmed".

ITEM NO. 2. IMPLEMENTATION REPORT

9. The Implementation report placed before the Board was perused. It was observed that the words "Under Action" be elaborated and the implementation reports be annexed in future.

10. Referring to serial 8 of the implementation report on Islamabad New City, Mr. Sulaiman requested that a copy of the working paper submitted to 134th meeting of the Board may be supplied to him.

Action: GM(BS) by 18-12-1997.

11. Referring to para 15 of implementation report on control of expenses, Mr. Sulaiman proposed to identify cost centres and provide a Cost and Benefit Analysis. The Board approved the same and desired that a Zone/Region wise Cost and Benefit Analysis be prepared quarterly in respect of S&D, G&P, International business and Real Estate Division project-wise and be presented to the Board in its future meetings. It was also desired that a note be sent to the cost centres where an increase in cost occurs.

GM (B&A)

Action: DGM(S&D)/GM(G&P)/AGM(Int'l)/GM(RE) by 31-1-1998.

CHAIRMAN'S
INITIALS

MINUTES OF 136TH MEETING OF BOARD OF DIRECTORS

RECTORS	HELD AT	ON	TIME
MINUTE BOOK	KARACHI	4th, December, 1997	
ITEM NO. 3. <u>BUSINESS PROGRESS REPORTS.</u>			
(i) Report of S&D Division.			
<p>12. Mr. Mumtaz A. Butt, DGM (S&D) was invited. E.D(S&D) presented a Region-wise review of First Year Premium, Second Year Persistency, Renewal Premium, Number of Policies and Recruitment of Sales Representatives for the month of October and Year-to-date. The Board noted with concern the decrease both in First Year Premium and Second Year Persistency when compared to last year. The reasons for the decrease were generally attributed to unrealistic target of Rs. 2 billion FYP set in 1995. The Board was informed that undue pressure for new premium and offer of accelerated promotions had badly affected the quality of business and it would take a few years to rectify the situation.</p>			
<p>13. The Board observed that increase in First Year Premium was directly related to recruitment of Sales Representatives and desired that recruitment of quality SRs be stepped up. It was also desired that more attention be paid towards activating and retention of the existing SRs.</p>			
<p>14. It was desired that the targets of Zones which show a deficit in the current year be fixed for 1998 after including the deficit of 1997. It was also desired that all incentives be linked with productivity and the contract of those who had secured bogus business be terminated. The Board was informed that notices had already been served to those concerned and necessary action would be taken against those who do not fulfil their targets.</p>			
<p>15. The Board was informed that a Chairman's Gold Medal Contest had been launched with tough conditions and the business had already started improving.</p>			
Action: DGM(S&D) by 1.1.1998.			
(ii) <u>Group & Pension Business</u>			
<p>16. ED(G&P) apprised the Board of the results of G&P business. The Group Division had achieved 67.3% of its target up to October 31, 1997. The position had improved further by the end of November, 1997 as premium of Rs.1133 million had been secured as against Rs. 1080 million for the same period of last year. It was noted with satisfaction that Baluchistan Government had doubled the sum insured for its employees.</p>			
<p>17. The insurance of Hajis was also expected to be made compulsory again from 1999. It was proposed that suitable advertisements be released to highlight the loss of life of so many Hajis in the tragic Mina fire last year but compensation could be paid only to the families of those Hajis who had voluntarily insured their lives.</p>			
<p>18. Mr. Mohammad Sulaiman was requested to help State Life in getting Federal Government/business also.</p>			
Group Insurance Action: GM(G&P) by 1.1.98			

CHAIRMAN'S INITIALS



MINUTES OF 136TH MEETING OF BOARD OF DIRECTORS

HELD AT	ON	TIME
KAPACHI	4th December, 1997	

(iii) Report on Real Estate

19. ED(RE) presented the progress report on Real Estate for the period ending October 31, 1997. With regard to Hashoo Centre (SLB-12), the Board decided as under:

- a) To try to finalize negotiations with KESC but if these do not materialize within a reasonable period;
- b) To advertise for tenders from developers to give the space on rent to a single developer, rather than many tenants. If a good offer for rent is not received, then;
- c) To sell these assets through the usual procedure.

20. The Board decided that all assets which are not giving proper return be sold.

Action: GM(RE) by 28-2-1998.

(iv) Review of Investment Portfolio.

21. Mr. J.M. Pereira, GM (Inv.) was invited. Mr. Pereira gave the position of Investment Portfolio up to November, 1997. The Board was informed that Government had offered to convert the Special Government Bonds to an interest rate of 17.25% from 1st July 1997. The Board directed that State Life should contact the top officials of State Bank immediately and obtain written confirmation for the same. State Life could also ascertain the balance amount at its credit as of 31-12-1997.

22. The Board also desired to invest more in productive industries.

Action: GM(Inv) by 25-12-1997/1-1-1998.

(v) International Business Progress Report.

23. Mr. Azad Ali Khan, AGM (Int'l) was invited. The board was apprised of the progress of Int'l business up to October, 1997.

24. As regards the future of U.K. operations, the decision of whether to continue operations in U.K. was pending with the Government. Mr. Mohammad Sulaiman requested for a copy of the correspondence so that he may get the decision expedited.

25. It was noted with concern that Kuwait business was behind 52% in FYP at the end of October 1997 when compared to the same period of last year. The reason given was that visas were not being provided by the sponsor for appointment of field personnel in Kuwait. The Board desired to obtain a written report and recommendations from Incharge, Kuwait Office as to what could be done to persuade the sponsor to arrange visas for State Life. It was desired that Pakistan Embassy be also approached to help in obtaining visas for Kuwait.

CHAIRMAN'S
INITIALS



MINUTES OF 136TH MEETING OF BOARD OF DIRECTORS

DIRECTORS	HELD AT	ON	TIME
MINUTE BOOK	KARACHI	4th December, 1997	
<p>26. The Board observed as under:</p> <ul style="list-style-type: none"> a) The FYP in U.A.E. and Saudi Arabia was satisfactory. b) The FYP in Kuwait was far behind last year and was a matter of great concern. c) Persistency was generally low and strenuous efforts be made to improve the same. d) Targets for FYP, Persistency and Renewal Premium be achieved. e) Steps be taken to obtain visas for Kuwait. Mr. Z.U. Ansari be asked to give in writing the steps for obtaining visas and take necessary action. f) A Cost and Benefit analysis be prepared for each office. <p style="text-align: center;">Action: AGM(Int'l) by 31-12-1997.</p> <p>ITEM NO.4. <u>1996 ACTUARIAL VALUATION - RATIFICATION.</u> ----- GM(Actuarial) Memorandum dated October 14, 1997.</p> <p>27. Mr. M. Yahya Chamadia, AGM(Actuarial) was invited.</p> <p>28. The Board was informed that an amount of Rs.206 million had been allocated as surplus to Government in 1996 valuation as against Rs.143 million in 1994 valuation.</p> <p>29. It was noted with satisfaction that bonus rates for with profit policyholders had been increased further from 6th policy year and a Golden Jubilee Bonus had been announced.</p> <p>30. The Board noted with satisfaction the concluding remarks of the Actuary that valuation indicated that the Corporation was in sound financial condition.</p> <p>31. It was however noted with concern that the persistency of State Life Pak Rupee business had deteriorated and desired that concrete steps be taken to improve the persistency.</p> <p style="text-align: center;">Action: S&D and PHS Divisions by 31-12-1997.</p> <p>32. It was also noted with concern that the expenses of the Corporation during the intervaluation period had increased substantially and desired that all possible steps be taken to reduce the same.</p> <p style="text-align: center;">Action: B&A Division all the time.</p> <p>33. With the above observations, the Board ratified the approval of 1996 Actuarial Valuation. Accordingly, it was resolved as under:</p>			

CHAIRMAN'S INITIALS

MINUTES OF 136TH MEETING OF BOARD OF DIRECTORS


HELD AT	ON	TIME
KARACHI	4th December, 1997	
<p>Resolved:</p> <p>-----</p> <p>"that 1996 Actuarial Valuation of State Life earlier approved by the Board through circulation be and is hereby ratified."</p> <p style="text-align: right;">Action: GM(Act.)</p> <p>ITEM NO.5. CONTROL ON EXPENSES - ECONOMY AND AUSTERITY MEASURES.</p> <p>-----</p> <p>ED(B&A) Memorandum dated 01-12-1997.</p> <p>34. GM(B&A) was invited.</p> <p>35. The Board considered the recommendations to reduce expenses and after detailed discussions resolved as under:</p> <p>Resolved:</p> <p>-----</p> <p>a) "that while on tour all officers of the Corporation should stay in State Life Hostels, where accommodation was available.</p> <p>b) "Medical Expenses be strictly controlled. Details of expenses under different heads, viz., consultancy, operations, medicines etc. be provided.</p> <p>c) "Travelling budget to Zones be linked to First Year and Renewal Premium, from next year.</p> <p>d) "B&A should intimate fixed and variable expenses.</p> <p>e) "Overtime be drastically reduced by at least 50%.</p> <p>f) "Income/Expenses in all cost centres be reviewed every month and letters be issued accordingly.</p> <p>g) "If a field person continuously fails to meet his targets, the Allied facilities be withdrawn strictly according to the laid down criteria.</p> <p>h) "Currently there is a ban on recruitment of employees from the Government, but even if Government withdraws the ban, the ban in State Life would continue upto the year 2000.</p> <p>i) "A cost/benefit analysis be done for all Zones and Regions of S&D and G&P, RE, Int'l and all other Divisions of Principal Office.</p> <p>j) "Advice of Ministry be sought out to dispense with the services of surplus employees.</p> <p>k) "Grade-wise cost of each cadre be intimated in the next meeting of Board.</p> <p>l) "Number of employees retiring in 1998 and 1999 be intimated.</p>		

CHAIRMAN'S
INITIALS

MINUTES OF 136TH MEETING OF BOARD OF DIRECTORS

DIRECTORS	HELD AT	ON	TIME
MINUTE BOOK	KARACHI	4th December, 1997	
<p>m) "LPR be made compulsory.</p> <p>n) "A memorandum be placed in the next Board meeting regarding 140 persons who are on daily wages.</p> <p>o) "All lift operations (including the one for Chairman and Executive Directors) be stopped after office hours."</p> <p>Action: GM(P&GS/GM(B&A)/DGM(S&D) by 01-01-1998. Action: GM(RE) for lifts with immediate effect.</p>			
<p>ITEM NO.6. IDENTIFICATION OF WASTEFUL EXPENDITURE AND UTILIZATION OF SURPLUS STAFF IN REAL ESTATE DIVISION.</p> <p>-----</p> <p>ED(RE) Memorandum dated 01-12-1997.</p> <p>36. The Board considered the memorandum of ED(RE) and approved the suggestions relating to transfer of surplus staff from Real Estate Division, maximizing of rental, minimizing of idle time and vacant spaces of Real Estate. Accordingly the Board resolved as under:</p> <p>Resolved:</p> <p>-----</p> <p>a) "that surplus staff of Real Estate Division identified by that division be transferred where vacancies exist or will occur on account of retirements etc. For this list shall be provided by the RE Division to P&GS Division.</p> <p>b) "Rentals be maximized and their increase be obtained through negotiation and establishing direct relationship between rentals and inflation prone factors such as power tariffs, maintenance costs etc. Residential units be rented out on market rates.</p> <p>c) "Idle time and vacant area of all Real Estate office spaces be minimized.</p> <p>d) "Preventive maintenance be done for lifts, airconditioning and other installations in order to minimize unplanned emergency expenditure."</p> <p>Action: GM(RE) all the time.</p>			
<p>ITEM NO.7. HISTORICAL ANALYSIS OF STATE LIFE BUSINESS.</p> <p>-----</p> <p>GM(Act) Memorandum dated 27-11-1997.</p> <p>37. Consideration on the item was deferred until the return of GM(Act.) from abroad.</p> <p>Action: GM(BS)</p>			

CHAIRMAN'S INITIALS



MINUTES OF 136TH MEETING OF BOARD OF DIRECTORS

HELD AT	ON	TIME
KARACHI	4th December, 1997	

ITEM NO.8. GOLDEN HAND SHAKE SCHEME.

ED(F&A) Memorandum dated 27-10-1997.

38. The Board was informed that the proposal on Golden Hand Shake/Early Retirement Benefit Scheme had already been cleared by circulation. The Board considered the pros and cons of the proposals. However, it was finally decided to ratify the proposals given in the memorandum of ED(F&A). Accordingly it was resolved as under:

Resolved:

"that the Golden Hand Shake/Early Retirement Benefit Scheme for the employees of State Life be and is hereby approved by the Board and the same be referred to Commerce Ministry for Government's approval."

Action: GM(P&GS) by 25-12-1997.

ITEM NO.9. BUDGET AND EXPENDITURE REVIEW AS AT 30-09-1997.

ED(B&A) Memorandum dated 18-11-1997/01-12-1997.

39. The Board considered the memorandum dated 01-12-1997 from ED(F&A) and noted with concern the decrease in First Year Premium, Renewal Premium, Group Premium as well as total income as compared to the budgeted figures. The increase in administrative expenses on basic salaries and allowances of staff due to revision in pay and allowances of unionized staff w.e.f 01-01-1997 as a result of agreement with C.B.A. was also noted with concern. The budget savings on other expenses were noted with satisfaction. Accordingly it was resolved as under:

Resolved:

"the expenses under all heads of accounts be strictly controlled and all steps to reduce expenses be taken as mentioned in para 35(a to o)."

Action: GM(B&A) by 01-01-1998.
DGM(S&D)

ITEM NO.10. REVIVAL OF FLMI SCHEME.

DGM(HRDD) Memorandum dated November 10, 1997.

40. The revival of FLMI Scheme as proposed by HRD Division vide their memorandum dated 10-11-1997 was discussed and it was resolved by the Board as under:

Resolved:

"that the proposals given by HRD Division in their memorandum dated 10-11-1997 be and are hereby approved with following amendment

CHAIRMAN'S
INITIALS



MINUTES OF 136TH MEETING OF BOARD OF DIRECTORS

DIRECTORS	HELD AT	ON	TIME
MINUTE BOOK	KARACHI	4th December, 1997	

a) Only 33% of top qualifiers of all ten courses of FLMI will be promoted to the next cadre. Such promotion will be effected after a qualifier has served the Corporation for at least two years after completing FLMI.

b) The FLMI allowance of Rs.1200 per month may be given to 33% of top qualifiers immediately after completion of ten courses of FLMI each year.

Action: GM(P&GS) by 25-12-1997.
DGM(HRD)

ITEM NO.11. APPOINTMENT OF STATUTORY AUDITORS.

ED(B&A) Memorandum dated September 26, 1997.

41. The Board approved the appointment of Statutory Auditors for audit of accounts of State Life for the year 1997 as proposed in ED(B&A) memorandum dated 26-09-1997. Accordingly it was resolved as under:

Resolved:

✓ "that the following panel of auditors for audit of 1997 accounts be and is hereby approved at audit fee of Rs.800,000 and out of pocket expenses of Rs.400,000 subject to final approval by Ministry of Commerce, Government of Pakistan:

- i) M/s. Khalid Majid Hussain Rehman, Chartered Accountants, Karachi.
- ii) M/s. M. Yousuf Adil Saleem & Co., Chartered Accountants, Islamabad.
- iii) M/s. S.M. Masood & Co., Chartered Accountants, Lahore.
- iv) M/s. S.P. Amjad & Co., Chartered Accountants, Lahore.

✓ "Further that M/s. Sajjad Haider & Co., Chartered Accountants, Dubai, U.A.E. be and are hereby appointed as auditors for the audit of 1997 accounts of U.A.E. and Kuwait offices at an audit fee of Dh.16,000 and out of pocket expenses of Dh.4,000 subject to final approval by Ministry of Commerce, Government of Pakistan."

Action: GM(B&A) by 25-12-1997.

ITEM NO.12. PROMOTION OF SALES MANAGERS TO AREA MANAGERS IN SECOND ROUND. (REF. PARA 32 OF 135TH BOARD MEETING)

42. ED(S&D) had not prepared any memorandum on the subject. He, however, proposed that the Chairman be authorized to

CHAIRMAN'S INITIALS

MINUTES OF 136TH MEETING OF BOARD OF DIRECTORS

HELD AT	ON	TIME
KARACHI	4th December, 1997	

approve the promotion of Sales Managers to Area Managers, on the recommendation of Interviewing Committee consisting of ED(S&D) and ED(F&A).

Resolved:

"that the promotion of Sales Managers to Area Managers be approved by the Chairman on the recommendation of Interviewing Committee consisting of ED(S&D) and ED(F&A), including approval for any changes in the rules for such promotions.

"Further resolved that in future the Regional Chiefs be authorized to select and promote Sales Managers on the basis of criteria laid down by the Principal Office and subject to availability of vacancies in the Regions concerned."

Action: DGM(S&D) by 25-12-1997.

ITEM NO.13. VALUATION OF REAL ESTATE PURCHASES DURING 1995 AND 1996.

ED(RE) Memorandum dated November 14, 1997.

43. The Board considered the memorandum of ED(RE) dated 14-11-1997 and the details of total cost of different plots purchased during 1994, 1995 and 1996 as well as their present sale value. It was noted with concern that the present market value of most of the properties purchased in 1995 and 1996 was less than the total cost to the Corporation. The Board desired that action be initiated against those found responsible for the bunglings.

44. The Board also desired that the sizes and complete location of plots be reported at the next meeting of the Board. Accordingly, it was resolved as under:

Resolved:

"that action be initiated against those found responsible for the bunglings in purchase of Real Estate properties of State Life.

"Further that the sizes and complete location of plots be reported at the next meeting of the Board."

Action: GM(RE) by 25-12-1997.

ITEM NO.14. REVISION OF SCHEDULE OF FEES FOR PANEL OF LAWYERS.

ED(LAW) Memorandum dated November 19, 1997.

45. The Board considered the proposals of ED(Law) as given in his memorandum dated 19-11-1997 and approved the same. The Board also desired Management Information System on the

CHAIRMAN'S
INITIALS

MINUTES OF 136TH MEETING OF BOARD OF DIRECTORS

DIRECTORS	HELD AT	ON	TIME
MINUTE BOOK	KARACHI	4th December, 1997	
<p>legal cases being handled by the Law Division of State Life. Accordingly, it was resolved as under:</p>			
<p>Resolved: -----</p>			
<p>"that the proposals of ED(Law) as given in his memorandum dated 19-11-1997 for an average increase of about 76% in the fees for advocates on the panel of State Life with annual financial impact of Rs.30,191/- due to increase be and are hereby approved.</p>			
<p>"Further that MIS on the legal cases being handled by the Law Division of State Life be provided to the Board at its next meeting."</p>			
<p style="text-align: right;">Action: AGM(Law) by 25-12-1997.</p>			
<p>ITEM NO.15. APPEAL FOR REINSTATEMENT - MR. FAROOQ BALOCH, EX-AREA MANAGER, QUETTA ZONE.</p>			
<p style="text-align: center;">----- ED(S&D) Memorandum dated November 21, 1997.</p>			
<p>46. Mr. Mumtaz Ahmed Butt was invited.</p>			
<p>47. After due deliberation, in view of the written apology of Mr. Ghulam Farooq Baloch, the Board approved the reinstatement of Mr. Ghulam Farooq Baloch as Area Manager category "B". Accordingly, it was resolved as under:</p>			
<p>Resolved: -----</p>			
<p>"that the reinstatement of Mr. Ghulam Farooq Baloch be and is hereby approved as Area Manager category "B".</p>			
<p style="text-align: right;">Action:GM(P&GS)/DGM(S&D) by 25-12-1997.</p>			
<p>ITEM NO.16. TENDERS FOR HVAC (HEATING, VENTILATION AND AIRCONDITIONING) OF STATE LIFE BUILDING, D.I.KHAN.</p>			
<p style="text-align: center;">----- ED(RE) Memorandum dated 01-12-1997.</p>			
<p>48. As GM(RE) was on leave, Mr. Aslam Raza, DGM(RE), was invited.</p>			
<p>49. The Board considered the proposals given by ED(RE) in his memorandum dated 01-12-1997 and approved the airconditioning of State Life Building, D.I.Khan, by the lowest bidders but without the increase of 4.5% due to devaluation of Pak Rupee i.e. for a total amount not exceeding Rs.21,435,100. RE Division was advised to negotiate with the lowest bidder accordingly. It was, therefore, resolved as under:</p>			
<p>Resolved: -----</p>			
<p>"that the lowest tender for heating, ventilation and airconditioning of State Life Building, D.I.Khan,</p>			

CHAIRMAN'S INITIALS

MINUTES OF 136TH MEETING OF BOARD OF DIRECTORS

HELD AT

ON

TIME

KARACHI

4th December, 1997

without any increase due to devaluation of Pak Rupee be and is hereby approved for a total cost not exceeding Rs.21,435,100."

Action: GM(RE) by 25-11-1997.

ITEM NO.17. ANY OTHER ITEM BY ANY DIVISION WITH THE PERMISSION OF CHAIRMAN.

(i) SPONSORSHIP OF PAKISTAN BUSINESS WEEK ON P.I.A. FLIGHTS.

ED(A&SP) Memorandum dated 01-12-1997.

50. The Board discussed the proposal given in ED(A&SP) memorandum dated 01-12-1997 but did not approve the sponsorship of Pakistan Business Week on P.I.A. flights.

ii) PRINTING OF CALENDARS.

ED(A&SP) Memorandum dated 04-12-1997.

51. Mr. M. Iqbal Khan, President, Field Federation and Mr. A.A.Abbas, AGM(A&SP), were invited.

52. Mr. M. Iqbal Khan informed the Board that the Calendar was an important tool for securing business in the month of December and subsidizing of cost, which was related to business production of Field Workers, be allowed as per past practice.

53. The Board approved the printing of State Life calendar 1998 as proposed in the memorandum of ED(A&SP). It was decided to take up the matter with the Government to remove the restriction on subsidy. The Board also decided that the Calendar will be sold on full cost to all persons other than qualifying field workers. Accordingly, it was resolved as under:

Resolved:

"that State Life calendar 1998 be and is hereby approved for printing. Also that the matter be taken up with the Government to remove the restriction on subsidy to field workers. The Calendar be sold to all other persons on full cost."

Action: AGM(A&SP) by 25-12-1997.

iii) PERQUISITES & FRINGE BENEFITS TO OFFICERS

ED(F&A) Memorandum dated nil.

54. The Board discussed the recommendations of ED(F&A) as given in his memorandum. The distinguished Additional Secretary and Director desired to know what the officers of

CHAIRMAN'S
INITIALS

MINUTES OF 136TH MEETING OF BOARD OF DIRECTORS

DIRECTORS	HELD AT	ON	TIME
MEMORANDUM	KARACHI	4th December, 1997	

NIC and PIC in similar cadres were getting as perquisites and fringe benefits. Consideration on the memorandum was, therefore, deferred pending the submission of requisite information.

Action: GM(P&GS) by 20-12-1997.

55. The meeting ended with mutual vote of thanks.

[Signature]
CHAIRMAN

CHAIRMAN'S INITIALS
[Blank lines for initials]