



COORDINATOR MAKKAH REPORT ON HAJJ OPERATIONS - 2025



PAKISTAN HAJJ MISSION-2025
OFFICE OF THE PILGRIMS AFFAIRS PAKISTAN (OPAP) MAKKAH, KSA
MINISTRY OF RELIGIOUS AFFAIRS & INTERFAITH HARMONY

FOREWORD

The sacred journey of Hajj represents a profound spiritual striving for millions worldwide including Pakistani Muslims. Facilitating this pilgrimage for its citizens was a responsibility of immense national and religious significance for the Ministry of Religious Affairs. This report meticulously details the operational framework, planned initiatives, and outcomes of the Pakistan Hajj Mission 2025- a mission that set new benchmarks in pilgrim care and operational excellence.

The Report encompasses different functional areas which has been divided into sections such as accommodation, food arrangements, transportation, Muavineen-e-Hujjaj, Makatib Coordination, Complaints, Monitoring & Vigilance, Admn & Discipline, role of Partner Organizations, Issues & Challenges and Recommendations thereof for future Hajj Missions. It also discusses “New Initiatives” taken this year and highlight the success stories of Hajj Mission 2025. The Hajj 2025 mission was distinguished by a strategic restructuring and re-designing notably of the Office of the Coordinator Makkah and his core team. This pivotal role consolidated responsibilities, fostering a centralized command structure designed for enhanced operational oversight and end-to-end management of all essential services for the Government Scheme Hujjaj.

Supported by a comprehensive and proactive planning framework, the mission embarked on a journey of continuous improvement, leveraging lessons learned from previous years and embracing data-driven methodologies. Key achievements include the successful implementation of the **Coordinator Makkah’s “Mashair Management Strategy-- - Re-imagined,”** which ensured a safe, structured, and timely movement of over 88,000 Hujjaj during the most critical phases of Hajj. This strategic planning, coupled with the dedicated efforts of a multi-layered welfare staff, contributed to a remarkable 68.57% reduction in complaints compared to the previous year, reflecting a significant uplift in service delivery across accommodation, food, and transportation.

Moreover, the mission embraced digital transformation, integrating technologies such as the Hajj App, real-time tracking systems and streamlined Nusuk Card distribution, all aimed at enhancing efficiency, communication, and pilgrim care. In addition, Investments in pilgrim comfort, such as the provision of air conditioners and sofa-cum-beds in Mina camps, further underscored the commitment to improving the physical well-being of the Hujjaj amidst challenging conditions.

While the Hajj 2025 mission achieved significant milestones, it also brought to light areas requiring further refinement. Challenges such as delays in transportation due to external dependencies, inconsistencies in food quality across various catering companies, mis-management in allocation of beds in Mina and Arafat facilities, and gaps in real-time communication during peak operational phases were identified as critical trouble points. To address these, the report recommends strengthening service-level agreements with Tawafa & other Service providers, selection of all streams of welfare staff through competitive process, expanding space capacity in camps to accommodate welfare staff, and enhancing the quality and functionality of the IT interventions for seamless Hajj management.

This report serves not only as a record of the diligent efforts of countless individuals—from the dedicated welfare staff and partner organizations to the Saudi authorities—but also as a foundational document for future Hajj missions. It is a testament to the unwavering commitment to serving the Hujjaj with the highest standards of care, efficiency, and devotion. The insights and recommendations are designed to inform policy, refine operations, and ensure that each successive Hajj experience for Pakistani pilgrims is progressively more fulfilling and spiritually more enriching than previous years.

May Allah (SWT) accept our sincere efforts and bless all Pakistani Hujjaj with Qabool Hajj. Ameen.



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EXECUTIVE SUMMARY

The Pakistan Hajj Mission 2025 marked a transformative chapter in Hajj management, delivering unprecedented service standards for 88,249 Hujjaj of Government Scheme. Under the leadership of the Secretary MoRA & IH, the mission implemented strategic reforms that redefined operational efficiency, enhanced Hujjaj comfort, and spiritual fulfillment. The Mission demonstrated exceptional operational excellence through the successful implementation of its groundbreaking "Mashair Management Strategy – Reimagined," unlike the traditional approach that primarily focused on Mina, this comprehensive strategy ensured safe, structured and timely movement of pilgrims through out all phases of the hajj rites. As a result complaints were reduced by an impressive 68.57% reflecting substantial improvements in service delivery. Complementing this, the mission advanced digital transformation by introducing IT-based interventions and RFID-enabled transport management, revolutionizing pilgrim facilitation. The efficient distribution of Nusuk Cards further enhanced accessibility to sacred sites, enabling a seamless spiritual journey.

To elevate the pilgrim experience, the mission introduced Sofa-cum-beds with air-condition in Mina & Arafat camps (thanks to the DG Hajj passion for innovation), and ensuring three times hot cooked meals, substantially improving comfort in challenging conditions. The food establishment delivered 6.1 million meals with stringent quality control measures, resulting in fewer food-related grievances. Additionally, a robust 24/7 monitoring system and sector-based oversight enabled the resolution of almost 98% of complaints, while strict penalties imposed on underperforming service providers reinforced contractual compliance and accountability.

Despite these achievements, the mission encountered several challenges that provide valuable insights for future planning. Hiring of few old buildings resulting in complaints from Hujjaj, while fragmented IT based interventions resulted in numerous problems for the Hujjaj in the form of split families and wrong rooms/building and maktab allocations. Furthermore, gaps in capacity building of welfare staff and absence of clear functional job discriptions remained issue of concern. These challenges underscore the importance of proactive infrastructure assessments, stronger vendor management frameworks, and function-specific training and selection of welfare staff through competitive process to ensure efficient and uninterrupted service delivery.

Building on the successes of 2025, the mission outline a forward-looking strategy to further enhance pilgrimage management. Institutionalizing the Nazim Scheme with standardized training and deployment protocols will strengthen on-ground support, while accelerating digital transformation through unified Hajj management systems will improve coordination and efficiency. Future contracts with service providers need to incorporate enforceable quality clauses to maintain high service standards and transport logistics should be optimized through dedicated drop off points and advanced tracking. Finally, comprehensive pre-Hajj training programs for both staff and pilgrims will ensure better preparedness, fostering a smoother and more spiritually fulfilling Hajj experience.

Alhamdollilah, this year management of Hajj by team Pakistan was unanimously rated as one of the best in recent years and honoring the mission with the prestigious Labaitum Award by the Kingdom of Saudi Arabia and conferring of shield by the Prime Minister of Pakistan are the testament to this fact. Building on the strong foundations laid in hajj 2025, we will continue to work with the same spirit to take Pakistan's unwavering commitment to excellence in serving the *Zuyooof-ur-Rehman* to new excellence in Hajj management.

ACKNOWLEDGEMENTS

The successful execution of the Pakistan Hajj Mission 2025 would not have been possible without the unwavering commitment, leadership, and collaborative efforts of the Ministry staff, Muavineen, HMM and OPAP. This report is dedicated to formally recognizing and expressing our profound gratitude to all those whose guidance, support, and dedication were instrumental in ensuring a smooth, efficient, and well-coordinated Hajj operation. Their collective contributions reflect a shared commitment to serving the pilgrims with the highest standards of professionalism, compassion, and diligence.

We extend our deepest thanks to Sardar Muhammad Yusuf, the Honorable Federal Minister for Religious Affairs and Interfaith Harmony for his leadership and consistent support during the Hajj Mission 2025. His keen interest, timely visits, and policy guidance greatly contributed to the success of the mission and uplifted the morale of the field teams working tirelessly for the service of the Hujjaj. Likewise, our heartfelt appreciation goes to Dr. Syed Ataurehman-the Federal Secretary of the Ministry of Religious Affairs and Interfaith Harmony, whose effective coordination, administrative foresight and close monitoring ensured seamless execution of all logistical and operational aspects of the Hajj arrangements. His commitment to excellence played a key role in achieving the goals of the Ministry during this sacred journey.

We extend our sincere gratitude to Mr. Abdul Wahab Soomro, Director General (Hajj), for his visionary leadership and steadfast support throughout the Hajj Mission 2025. His proactive approach, timely decision-making and hands-on supervision was instrumental in the seamless execution of all operations and services provided to the Hujjaj. These qualities were candidly recognized by the Kingdom of Saudi Arabia by honoring him with 'Labaitum Award'; a proud distinction for him and the Hajj Mission 2025. His unwavering dedication served as a constant source of inspiration for the entire team.

We convey our profound appreciation to Mr. Mirza Ali Mehsud, Chief Coordinator, for his supervision and for his ability to lead spiritually in challenging circumstances, inspired the team and ensured the coordination mechanism functioned effectively and harmoniously. We also express our sincere appreciation to Mr. Zia ur Rehman, Director Hajj Madinah, for his consistent dedication and proficient management of arrangements in Madinah. His commitment to ensuring the comfort and facilitation of Hujjaj during their stay demonstrated the highest standards of professionalism and care.

We gratefully acknowledge the exemplary efforts of Mr. Aziz Ullah Khan, Director Hajj Makkah, whose meticulous planning, deep understanding of on-ground realities, and composed management under pressure significantly contributed to the successful conduct of Hajj operations in Makkah. His effective collaboration with key stakeholders and strategic coordination with Saudi authorities proved vital in addressing operational challenges.

We extend our deepest gratitude to all the service providers, including the Tawafa Company (Al Rajhi), transport companies and Catering companies for their unwavering support and exceptional coordination. Throughout the Hajj operations, even in the most challenging times, the service providers demonstrated a highly cooperative and accommodating attitude, which was instrumental in achieving our mission's success.

For the first time, the Saudi Government's coordination was notably proactive. Minister level officials extended their support by directly addressing our Hajj Mission teams (online) on multiple occasions, followed by personal visits to MCO. This demonstrated the Kingdom's profound commitment to ensuring the comfort and well-being of the Hujjaj. We also express our sincerest appreciation to the Government of the Kingdom of Saudi Arabia for their outstanding cooperation and support, which played a pivotal role in the smooth execution of Hajj 2025.

Special recognition is extended to the dedicated core team of the Coordinator Makkah, whose tireless efforts, long working hours, and collaborative spirit ensured the effective implementation of the Mission's objectives. Their roles in managing operational logistics, liaising with Saudi partners, and supporting field teams were integral to the overall success of the Mission. Lastly, We also express our deepest appreciation to the Welfare Staff for their sincere, compassionate, and disciplined service. Their presence alongside the Hujjaj in camps, lodgings, and ritual sites facilitated effective guidance, assistance, and timely resolution of pilgrims' concerns. Their selfless dedication truly embodied the spirit of Khidmat (service).

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ABBREVIATIONS / ACRONYMS

ACM	Assistant Coordinator Maktab
ACFs	Assistant Coordinators Food
AJK	Azad Jammu and Kashmir
BDO	Building Duty Officer
BS	Basic Scale
CF & AO	Chief Finance & Accounts Officer
CM & V	Complaints, Monitoring & Vigilance
CR	Confidential Report
CMS	Complaint Management system
DCF	Deputy Coordinator Food
DCM	Deputy Coordinator Makatib
DG	Director General
DMRs	Daily Monitoring Reports
DSR	Daily Situation Report
DSP	Deputy Superintendent of Police
DVRs	Daily Vigilance Reports
EMR	Electronic Medical Record
FIA	Federal Investigation Agency
FPSC	Federal Public Service Commission
HGOs	Hajj Group Organizers
HMM	Hajj Medical Mission
HMS	Hajj Management System
HOAP	Hajj Organizers Association of Pakistan
ICT	Islamabad Capital Territory
IPC	Inter Provincial Coordination
IRS	Inland Revenue Service
JD	Job Description
KP	Khyber Pakhtunkhwa
KSA	Kingdom of Saudi Arabia
LMs	Local Muavineen
MCO	Main Control Office
MDC	Madinah Departure Cell

Moalim	Manager of Hospitality Center / Maktab
MoRA&IH	Ministry of Religious Affairs and Interfaith Harmony
NTS	National Testing Service
Nusuk Card	Digital Identification Card for Hujjaj (Saudi system)
OPAP	Office of the Pilgrims Affairs Pakistan
PHVG	Pakistan Hajj Volunteer Group
PITB	Punjab Information Technology Board
PBMs	Pakistan-based Muavineen
PCO	Pakistan Camp Office
RFID	Radio-Frequency Identification
SDS	Seasonal Duty Staff (MoRA & IH)
SOPs	Standard Operating Procedures
TOT	Training of Trainers

OFFICE OF THE COORDINATOR MAKKAH



SECTION 1: OFFICE OF THE COORDINATOR MAKKAH

1.1. Overview:

The Office of the Coordinator Makkah, formerly known by various nomenclatures such as Director (Moaveneen) and Director (Accommodation & Transport-A&T) occupies a pivotal position in the over all hajj mission establishment. As part of a strategic restructuring of the Hajj Mission's deployment and to enhance oversight of all operational matters, this re-designed new structure assigned the Coordinator Makkah the responsibility of supervising all main functional areas concerning Government scheme Hujjaj, including accommodation, food, and transport. A central core team under the Coordinator Makkah was responsible for planning and executing all related functions and activities. This operational approach was re-imagined from a fresh perspective and fully utilizing lessons learned from previous years, ensuring timely and effective coordination with all service providers to deliver a seamless Hajj operation.

1.2. Operational Structure & Muavineen Deployment

Figure 1: Overall Operational Structure



1.3. Key Responsibilities

The Coordinator Makkah serves as the principal operational spearhead for the Pakistan Hajj Mission in Makkah, vested with the management of all core services for Government Scheme Hujjaj. This role is responsible for the end-to-end planning and seamless execution of the Mashair Management Strategy. The Coordinator Makkah leads a multi-layered team to ensure that every aspect of a pilgrim's stay—including accommodation, food, and transportation—is delivered to the highest standards of quality and efficiency, in conformity with Saudi Taleemat and the pilgrim-centric vision of Hajj 2025. Key Responsibilities include the following:

- a. **Strategic Planning & Operational Leadership:**
 - (i). Direct the planning and execution of the comprehensive, end-to-end management of Pakistani Hujjaj, from their arrival in Makkah to their final departure.
 - (ii). Lead the Central Core Team, ensuring all functional heads (Operations, Transport, Food, Complaints, Makatib etc.) are aligned with the overall objectives.
 - (iii). Implement a scenario-based operational framework that is robust, flexible, and capable of adapting to real-time field realities.
- b. **Functional Oversight & Service Delivery Management:**
 - (i). **Accommodation:** Oversee the accommodation arrangements for all Hujjaj, ensuring that building facilities, cleanliness, and services comply with the contractual agreements and standards set by the Hajj Mission.
 - (ii). **Food Services:** Supervise the provision of three daily meals to all Hujjaj, ensuring strict adherence to the approved menu, quality standards, hygiene, and timely distribution across all 10 Sectors and 34 Makatib during Mashair.
 - (iii). **Transportation Management:** Provide strategic oversight for all transport operations, including:
 - 1) **Salawat Transportation:** Ensuring efficient, round-the-clock bus service between residences and Haram.
 - 2) **Inter-City Transportation:** Managing the movement of Hujjaj between Makkah, Madinah and Jeddah.
 - 3) **Mashair Move:** Leading the critical operation of transporting all Hujjaj from their buildings in Makkah to Mina, Arafat, and Muzdalifah, and back, in coordination with transport providers such as Abu Sarhad, Mawakib-Al Khair and Naqaba.
- c. **Sector & Team Management:**
 - (i). Manage the Makkah operational area through a structured system of ten sectors, ensuring effective service delivery across all building clusters.
 - (ii). Direct, guide, and monitor the performance of the 10 Sector Coordinators, holding them accountable for the welfare of Hujjaj and the performance of staff under their supervision.
 - (iii). Oversee the performance of specialized core teams, ensuring seamless integration between Operations, Transport, Food, Complaints Management, Monitoring & Vigilance and Makatib Coordination.
- d. **Coordination & Stakeholder Management:**
 - (i). Serve as the primary liaison between the Pakistan Hajj Mission and key Saudi stakeholders, including Makatib leadership (e.g., Al Rajhi) and transport providers.
 - (ii). Ensure timely and effective coordination between all internal teams, from Sector Coordinators to on-ground Welfare Staff, to create a unified and responsive operational front.
 - (iii). Chair regular coordination meetings with service providers and field formations to review performance, address challenges, and align upcoming operational phases.
- e. **Monitoring, Compliance & Quality Assurance:**
 - (i). Oversee the Hajj Mission's complaint management system, ensuring that pilgrim issues are logged, addressed and resolved promptly and effectively.
 - (ii). Lead the Monitoring and Vigilance team to ensure all service providers (accommodation, food, transport) are complying with their contractual obligations and that all operations adhere to Saudi Taleemat.
 - (iii). Champion a culture of continuous improvement by utilizing daily feedback, performance data, and lessons learned to make real-time adjustments to the operational strategy.

1.4. Implementation Strategy

To translate the key responsibilities of the Coordinator Makkah into a decisive, actionable, and Hujjaj-Centric implementation plan, different strategies were adapted. This strategy ensures seamless operational command, proactive monitoring, and exceptional service delivery across all functions for the duration of Hajj 2025. Some of the implementation strategies are highlighted hereunder:

a. Team Formation & Role Definition:

- (i). **Selection of Core Team:** Handpicked the most capable and experienced Muavineen to lead the specialized category teams (Operations, Transport, Food, Complaints, Monitoring & Vigilance, Makatib Coordination), assigning responsibilities that align with their demonstrated strengths and expertise.
- (ii). **Devise Functional JDs:** Develop and disseminate clear, detailed Job Descriptions (JDs) for each Core Team and for the Sector Coordinators. This has established clear lines of authority, defined performance expectations, and eliminated ambiguity in roles.

b. Stakeholder Consultation & Sub-Strategy Development:

- (i). **Devise Implementation Strategies:** The Coordinator Makkah chaired dedicated meetings with each Core Team lead and Sector Coordinators to devise detailed operational sub-strategies for their respective functions.
- (ii). **Stakeholder Input:** These sub-strategies were finalized after detailed consultations with key external stakeholders, including caterers, transport providers (Abu Sarhad, Mawakib Al-Khair), building owners, and Makatib leadership (Al Rajhi), PHVGs to ensure plans are practical, aligned, and mutually agreed upon.

c. Structured Communication & Coordination:

The Coordinator used to hold frequent meetings and consultative sessions with mandatory participation and no leniency in timelines and daily meetings schedule:

- (i). **Morning Meetings:** A daily morning meeting with all Core Team leads and Sector Coordinators to review progress on various functional activities, set daily priorities, and address any anticipated issues. This practice used to be an open house session and proved a remarkable ideas sharing platform.
- (ii). **Evening Debriefs:** The Deputy Coordinator (Ops) used to give a comprehensive review of the day's operations, performance of service providers, complaint statuses, logistical challenges to revise plan of action, and introduce course correction measures and also to devise the next day's operation plan.

d. Data-Driven Performance Management:

- (i). **Daily Field Reports:** Implemented a standardized reporting system requiring Sector Coordinators and Monitoring Teams to submit concise daily reports on the performance of service providers (caterers, transporters, building owners). These reports were based on the improvised / approved checklists and highlighted compliance, deficiencies and action taken.
- (ii). **Complaint Analysis:** Review a daily dashboard of complaint analytics to identify trends, types and nature (by sector, by function and by service category), and resolution timelines which greatly helped in effective / targeted proactive interventions.

e. Visible On-Field Leadership & Vigilance:

- (i). **On-Field Visits:** The Coordinator Makkah maintained a consistent and visible presence in the field, conducting daily scheduled visits to different sectors, buildings, transport drop-points, and Mashair camps (prior Hajj) to assess ground realities, engage with Welfare Staff, and to directly observe service delivery.
- (ii). **Surprise Visits & Inspections:** Conducted unannounced visits to various operational sites to ensure sustained compliance and high performance, preventing complacency among staff and service providers. This reinforced the mission's commitment to quality assurance and enhanced pilgrims care.

f. **Post-Operational Review:**

The coordinator Makkah held detailed sessions with the core team to analyse the conclusion of key operational phases (e.g., post-Mashair), conducted comprehensive debriefing sessions with all teams to document key successes, challenges, and lessons learned. This formed the basis of this final operational Report and provided crucial insights for future Hajj planning.

1.5. Central Core Team

Central Core Team was selected to function as the nerve center of the entire Hajj operation, providing direct strategic and operational support to the Coordinator Makkah. This multi-disciplinary team was comprised of dedicated Deputy Coordinators and functional heads, each responsible for a critical service area. The key components of this team included oversight of Operations, Food, Transport, Makatib Coordination, Admin & Discipline, and Monitoring & Vigilance. This structure ensured that every major aspect of the pilgrim experience was managed by a specialized lead, allocation of human resource for focused attention and expert management across all domains of the Hajj operation.

Beyond strategic oversight, the Core Team developed and implemented specialized mechanisms to ensure operation running on professional lines and not only to manage relevant functions efficiently but also to address and respond efficiently in case of complaints. A dedicated Complaint Management Cell worked to systematically address and resolve pilgrim issues, while the In-charge of the Madina Departure Cell (MDC) managed the complex logistics of Hujjaj's movement from Madina to Makkah and vice versa while fully utilizing the RFID technology in tracing Buses movement. Collectively, these components formed a robust trouble-shooting mechanism, enabling the Core Team to swiftly identify challenges, deploy resources effectively, and maintain seamless execution of the overall Hajj plan, ensuring a smooth and responsive operation from start to finish.

1.6. Central Core Team Deployment

The resounding success of the hajj-2025 speaks for the quality and merit-based selection of the members of the core team. The deployment of key personnel from the main establishment (Core Team) as In-charges of various functions is detailed below:

Table 1: Details of Core Team

S#	Name & Service/ BS	Designation in Pakistan	Deployment in Hajj Mission
1.	Mr. Zulfiqar Khan (31 st PAAS / BS-20)	Chief Finance & Accounts Officer (CF & AO), MoRA & IH	Coordinator Makkah
2.	Hafiz Ubaidullah Zakria (38 th OMG/ BS-18)	Additional Secretary, Performance Monitoring, Punjab	Dy. Coordinator Complaints, Monitoring & Vigilance
3.	Mr. Ahmad Shakeel Babar (40 th IRS/ BS-18)	Deputy Commissioner, (FBR)	Dy. Coordinator Makatib
4.	Mr. Khizar Malik (42 nd OMG/ BS-18)	Director Vigilance (Punjab Food Authority)	Dy. Coordinator Food
5.	Mr. Muhammad Hafeez (OMG/ BS-18)	Section Officer-PW (MoRA & IH)	Dy. Coordinator Admin & Discipline
6.	Mr. Sadaqat Ali (OMG/ BS-18)	Section Officer (IPC)	Dy. Coordinator Operations
7.	Mr. M. Javeed Iqbal (Punjab Police/ BS-17)	Deputy Superintendent of Police (Legal) (Punjab Police)	Dy. Coordinator Transport
8.	Ms. Naila Ashraf (Railways Police/ BS-17)	Deputy Superintendent of Police (Pakistan Railways Police)	In-charge Monitoring, Vigilance & Media Cell

CENTRAL CORE TEAM



Figure 2: Central Core Team Members

1.7. Strategy and Plan of Action

To ensure smooth and effective execution of Hajj operations for Pakistani pilgrims, the Secretary, MORA&IH appointed a Coordinator Makkah, to lead the overall management of Pakistan Hajj Mission. With over 88,295 Pakistani Hujjaj participating this year, a comprehensive and proactive planning framework was initiated well before the arrival of Hujjaj in the KSA. The Coordinator Makkah personally conducted interviews in Pakistan to select a highly capable "Core Team" across key operational categories including Transport, Food, Accommodation, Makatib Coordination, Complaints, Monitoring & Vigilance. This Core Team was stationed at the Ministry of Religious Affairs and Interfaith Harmony for the purpose of rigorous pre-deployment planning as well as capacity building. Service provider agreements, operational mandates, and relevant Saudi Taleemat were shared and reviewed to ensure alignment with strategic goals and ground realities.

The planning phase involved the development of detailed Job Descriptions (JDs) and execution strategies for each functional area, based on previous data, reports, and operational experiences. These documents were further refined and adjusted upon arrival in Saudi Arabia to meet evolving field conditions and operational demands. This structured and evidence-based approach enabled the team to respond efficiently, to challenges and maintain high service standards across all components with elaborate complaint resolution mechanism. As a result of this meticulous planning, leadership, and seamless coordination, the Hajj 2025 operations have been widely regarded as one of the most successful and well-managed missions in recent years.

Building on these coordinated efforts, the implementation phase translated planning into tangible improvements across all critical areas of Hajj operations. Field teams were mobilized to execute the agreed strategies, with special focus on enhancing service delivery and coverage. Transport routes were streamlined, signages were installed for better guidance, and standby support teams were deployed to manage peak traffic flow and emergencies. In accommodation facilities, inspections were conducted to ensure hygiene standards and uninterrupted utilities, while food supply chains were rigorously tested for quality, punctuality, and contingency readiness. These improvements were not only infrastructural but also procedural, with defined protocols for issue escalation, real-time feedback, and cross-function coordination.

Moreover, the leadership emphasized an adaptive management approach—where operational decisions were continuously refined based on field data, pilgrim feedback, and daily performance reviews. The commitment to evidence-based execution and inter-departmental synergy resulted in a well-integrated operation that maintained high standards of service delivery, responsiveness, and pilgrim satisfaction throughout the Hajj season. This outcome stands as a testament to the rigorous planning, sustained stakeholder engagement, and execution excellence demonstrated by the Hajj Mission 2025 which will forever transform the conventional approach of conducting hajj operations in future too InshaAllah.

MUAVINEEN-E-HUJJAJ



SECTION 2: WELFARE STAFF

2.1. Overview

This Section provides a thorough and structured overview of the Muavineen's role in Hajj 2025, detailing their deployment, training, discipline, challenges, and operational outcomes. The Ministry of Religious Affairs and Interfaith Harmony remains firmly committed to its primary mandate of managing overseas pilgrimages through a well-planned provision of welfare services through welfare staff. Comprehensive arrangements are meticulously planned for intending pilgrims beginning in Pakistan prior to their departure, continuing through out their stay in Saudi Arabia during the performance of Hajj rituals and ensuring their safe return to the homeland.

Under the Government Hajj Scheme, the Ministry assumes full responsibility for the sacred journey of pilgrims, including overseeing and regulating the Private Hajj Scheme. Dedicated welfare staff is deployed on round-the-clock basis to facilitate and ensure the well-being of all pilgrims in category of Food, Transport, accommodation and for the very first time in Makatib. In line with the Saudi instructions, Welfare Staff was deputed in KSA @ 01 against 100 Hujjaj. The welfare staff was distributed amongst Muavineen/Nazims, Hajj Medical Mission (HMM) & Seasonal Duty Staff (SDS), who are Government servants of different grades of (BS-07-18).

2.2. Streams of Welfare Staff

In compliance of Saudi Taleemat, Hajj policy of MORA and plan approved by the Govt of Pakistan, the Ministry select welfare staff (Moavineen-e-Hujjaj)/Nazims comprising of different categories for their deployment in KSA (1:100 for non-medical staff and 1 doctor + 2 paramedics per 1,000 pilgrims). The mode of selection, training and deployment of each category of welfare staff is according to their nature of duties/responsibilities. In addition, welfare staff is deployed in the two holy cities of Makkah and Madina as per requirement/need basis.

The transparent competitive selection process covers the Moavineen/Nazims (BS-07-18) Regular Govt servants, the civilian staff of HMM Doctors and paramedics. This process includes written test followed by physical test (5km running/jogging) to the extent of Moavineen/Nazims. A brief description of each category is given below:

a. **Muavineen-e-Hujjaj/Nazims (Pak-Based)**

The Muavineen-e-Hujjaj/Nazims were comprised of BS-07-18 regular Govt. servants and were selected through transparent competitive process conducted by the National Testing Service (NTS), ensuring merit-based recruitment and equitable provincial representation in line with FPSC quotas distribution formulae. Unlike previous years, where selections were made through balloting, the Ministry has adopted a transparent testing mechanism since 2024. The Muavineen served as the backbone of Hajj operations, managing critical services such as food, transport, and building/hospitality arrangements for Pakistani Hujjaj. Their transparent selection process greatly contributed to improve efficiency in service delivery. For Hajj-2025, total 450 Muavineen-e-Hujjaj/Nazims were selected to serve the Hujjaj (50 Supervisory position and 400 field supporting staff). The Ministry has hired the services of Muavineen-e-Hujjaj and Hajj Medical Mission through a transparent competitive process through National Testing Service (NTS) by ensuring provincial/regional quota and therefore had reasonable representation of each federating unit.

b. **Seasonal Duty Staff (SDS) (Ministry staff- Deployed from MORA&IH):**

The SDS comprised of the officers and officials of the Ministry of Religious Affairs (MORA), selected by a committee headed by a Grade-20 officer. The selection of SDS was made by keeping in view of past performance, fitness, discipline and their utility in Hajj Mission. They were deployed at key operational points, including the Main Control Office (MCO) in Makkah, Jeddah and Madinah airports, the Lost and Found Cell, Haram Guide services, Early Departure Cell and monitoring of Private Hajj Scheme services. This year, a hybrid model was adopt and their role was expanded as SDS was also deployed in food, transport, building management, and Makatib coordination and for the very first time in Nazim scheme alongside the Muavineen.

c. **Hajj Medical Mission (HMM):**

The Hajj Medical Mission (HMM) is usually headed by a Colonel/Brigadier level Doctor from Medical Corps of Armed Forces and his nomination is obtained from the Ministry of Defence. The HMM welfare staff consisted of civil and military medical personnel with a ratio of 70:30%. Civil medical staff were selected through transparent competitive process, while military medical personnel were deputed on the basis of nominations received from Armed Forces through Ministry of Defence. They were stationed in HMM-established hospitals and dispensaries across Makkah and Madinah. During Mashair days, they were additionally deployed at various Makatib to provide healthcare support to Hujjaj.

d. **Local Muavineen (KSA Based Pakistani Muavineen)**

Local support staff recruited from Pakistani work force preferably residing in Makkah with valid Tasreeh and Iqama and in light of their prior experience to assist in Makkah operations. They facilitated field activities, MCO functions, and logistical support, enhancing the mission's outreach and responsiveness. Some Arabic speaking staff also served as luggage handling assistants and as translators.

e. **HOAP Welfare Staff:**

The Hajj Organizers Association of Pakistan (HOAP) appointed its own welfare staff to assist Hujjaj under the Private Hajj Scheme. However, the selection of this category of Moavineen is shrouded in mystery and no standardized selection criteria is applied for their recruitment.

The deployment and performance of these welfare staff are systematically managed through Punjab Information Technology Board (PITB) software (Pak Moavin App). Violations of discipline & decorum during operations were dealt with strictly in accordance with established protocols and code of conduct (*Annex-I*).

The detail of overall deployment of staff in Hajj-2025 was 1643 as depicted below:

Table 2: Streams of Welfare Staff

Pak Based Muavineen	SDS	HMM		HOAP	Local Muavineen
		Civil	Military		
430	308	188	112	54	551

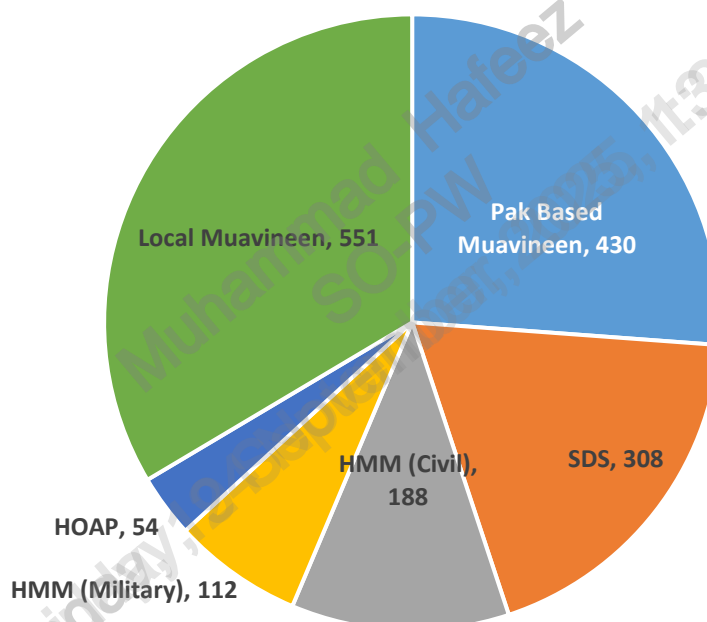


Figure 3: Streams of Welfare Staff

2.3. Selection Process

The Ministry of Religious Affairs and Interfaith Harmony has adopted a transparent testing mechanism since 2024 whereby Muavineen-e-Hujjaj/Nazims comprising of BS-07-18 regular Govt. servants, are selected through transparent competitive process conducted by the National Testing Service (NTS), ensuring merit-based recruitment and equitable provincial representation in line with FPSC quotas distribution formulae. For the very first time, the Ministry introduced the NAZIM Scheme, which emphasized the deployment of highly experienced personnel from the welfare staff. To ensure the effective execution of this initiative, the Ministry increased the proportion of repeater staff to 70% during the selection process.

In addition, the Ministry placed significant focus on the physical fitness of the candidates. Only those candidates who demonstrated met the required fitness standards were made eligible. A key prerequisite for selection was the successful completion of 5-kilometer jogging/brisk walk within 35-38 minutes, which was made mandatory for all Muavineen/Nazims to ensure their capability to meet the physical standard of the Hajj operation.

2.4. Trainings & Orientation

Eight days robust training module was designed for Muavineen/Nazims. In Pakistan, Rescue 1122, Islamabad Police, Food Authority and PITB trainers have delivered training by covering emergency response, crowd control, and digital tools like the Pak Hajj App. In KSA, practical field training familiarized staff with Mashair rituals and logistics. However, challenges such as staff shortages due to quota reductions, flight reschedule, and untrained Nazims impacted the efficiency. The reliance on local Muavineen (551 personnel) helped to bridge gaps but underscored the need for better pre-deployment planning.

a. Training Content / Module

Detailed eight days training contents / materials are as under:-

Table 3: Training Content / Module

DAY-1	DAY-2	DAY-3	DAY-4	DAY-5	DAY-6	DAY-7	DAY-8
Registration & Documentation	Welcome Address by coordinator Makkah and OATH TAKING	Orientation session by PITB & IT Cell MORA (Pak Hajj App, Pak Muavineen App, Nusuk App, Complaint Management System)	First Aid by 1122 Team	Crowd Management / Handling by Islamabad Police	Food Matters by Rep. of Food Authority	Map Reading by Rep of Survey of Pakistan	Briefing by Director HMM
	Hujjaj Training Preparation by Nasir Aziz Khan & M Hafeez		Civil Defense by 1122 Team	Code of Conduct by M Hafeez, Section Officer PW	Transport Matters with scenarios by Ex-Chief Transport Officer SP M Ajmal , PSP & Zia Ur Rehman (OPAP)	Inspection, Occupation & Vacation of buildings by Ex-Sector Commander Ahmed Noor and PITB Team	Briefing by Coordinator Accommodation

DAY-1	DAY-2	DAY-3	DAY-4	DAY-5	DAY-6	DAY-7	DAY-8
	Hujjaj Training Preparation by Rana Muhammad Mujahid		CPR Training by 1122 Team	Lost and Found by Mr. Sana Ullah (Ex-SO)	Mina Move by Zia ur Rehman (OPAP)	Induction and Departure by Ex-Sector Commander, Sadaqat Ali, Section Officer and PITB Team	Briefing by Coordinator Food
	Hajj Rituals by Mufti Muhammad Ahmed		Special Handling Techniques by 1122 Team	Deployment, Departure and Return by DSP Muhammad Imran	Basic Arabic by Adeel Mehboob	DSR and Correspondance by Sadaqat Ali/Umer Ghayur/ Abid Razzaq	Briefing by Coordinator Transport
Registration & Documentation phase-2	Basic Arabic by Adeel Mehboob	Orientation Session by Zong Representatives	Emergency Handling by 1122 Team	Motivational Speech by Mr. Asif Bashir (SI)	Briefing on Working of Madina Departure Cell by IT Cell & Ali Gohar (AD ASF)	Gifts distribution by Javed Iqbal and PITB	Briefing by Coordinator Complaints & Discipline
	Mock Exercise	Complaint Managemnt System Mock Exercise by Talat Saeed	Scenario based Mock Exercises	Scenario based Mock Exercises	Scenario based Mock Exercises	Scenario based Mock Exercises	Briefing by Rep of OPAP

b. First Phase (In Pakistan)

The Ministry places special emphasis on the training of *Muavineen* to ensure they are fully prepared to serve pilgrims during Hajj. Specialized training sessions were conducted in collaboration with Rescue 1122, Food Authority, Islamabad Police, and Survey of Pakistan to equip the staff with essential rescue and emergency response during the Hajj days. In addition, training on managing Hujjaj data, including flight schedules, arrivals, and departures, use of Muavineen and Hajj App was provided by the Punjab Information Technology Board (PITB).

To address discipline-related challenges, Mob handling, the Islamabad Police delivered a comprehensive training, preparing *Muavineen* to manage crowd control and maintain order among pilgrims. Furthermore, staff received hands-on training in the use of Cellular SIMs to assist Hujjaj with communication-related issues and ensure smooth connectivity throughout their sacred journey. Moreover, *Muavineen* were imparted training in Discipline, Food and Accommodation.

c. Second Phase (In KSA)

In this phase, the focus of training was shifted more towards practical aspects of the jobs, which was imparted to all *Muavineen* / *Nazims* when they assumed their respective responsibilities in Saudi Arabia. They received comprehensive orientation on the Mashaire rituals covering all phases of the hajj. In addition

they were trained about reading maps both the printed one and the digital map and various locations enabling them to confidently guide the Hujjaj throughout the *Mashaire* days. For the first time the focus of training on Mina move only was transformed into a more elaborate mashaire orientation which yielded remarkable results during execution of the Coordinators Makkah Mashaire management strategy. All Muavineen who were part of the Nazims scheme and Makatib coordination were given practical field training on Mashaire on each part of mashaire to familiarize them with the roads, bridges, streets and Makatib locations.

2.5. Deployment of Muavineen

To ensure effective *Mashaire* management and facilitation of Hujjaj in KSA, *Muavineen* / *Nazims* were strategically deployed across various units and sections. The deployment details are outlined in the table below:

Table 4: Deployment of Muavineen

Category	MCO	Field Staff	Total Pak Based Muavineen	Total Local Muavineen
Operations	5	355	360	296
Makatib Coordination	5	34	39	-
Support Staff	3	41	44	19
Transport	4	86	90	218
Admin & Discipline	4	-	4	3
Complaints, Monitoring & Vigilance	7	6	13	10
MDC	4	-	4	5
Quick Response Teams – 02	4	-	4	-
Total Strength	36	522	558	551
Total Strength of Muavineen			1109	

2.6. Deployment Segregation of Welfare Staff

Welfare staff deployment is a very crucial aspect of the overall operations as due caution needs to be exercised to place them not just in the right number but at the right place too. The deployment of Welfare Staff (*Muavineen*, *HMM* & *SDS*) to ensure smooth execution of Hajj operations in Makkah, Madinah and Jeddah is tabulated below:

Table 5: Deployment Segregation of Welfare Staff

	Pak Based Muavineen			HMM	SDS (Facilitation)
	Muavin	SDS	Total		
Total Strength	428	130	558	300	178
Makkah	526			267	91
Madinah	32			29	57
Jeddah	-			4	30

2.7. Additional Human Resource of Local Muavineen

For the Hajj Operation 2025, the Office of Pilgrims Affairs Pakistan (OPAP) invited applications from candidates willing to serve as Local Muavineen, along with the submission of necessary documents. Traditionally OPAP selects the Local Muavineen however, for Hajj-2025, selection process was conducted under the supervision of the Coordinator Makkah by a selection committee. To ensure a transparent and efficient process, the Coordinator Makkah constituted a four members committee to thoroughly review the applicants' credentials, including:

- Valid Iqama
- Makkah Tasreeh
- Previous Experience

The committee conducted interviews of the applicants, carefully examined their documents, and selected the most suitable candidates. These selected Local Muavineen were subsequently deployed to various cells/functions to ensure smooth execution of the Hajj Operation. To support Hajj operational activities, services of local *Muavineen* were engaged in buildings, transport, food and other functional areas/cells as detailed below:

Table 6: Function-Wise Placement of Muavineen

Local Muavineen deployed at Buildings	296
Local Muavineen deployed for Transport duty	218
Local Muavineen deployed for Food duty	19
Local Muavineen deployed in MDC	05
Local Muavineen deployed in Call Center	10
Local Muavineen deployed in MCO	03
Total Strength	551

2.8. Progress & Achievements

- The Admin and Discipline Section's operational excellence extended beyond personnel management to encompass comprehensive oversight of all logistical and administrative functions. Their meticulous attention ensured that all support services operated at highest efficiency, from accommodation allocations to transportation coordination.
- The Section implemented a robust monitoring system that allowed for real-time assessment of staff performance and immediate resolution of any operational challenges pertaining to staff. This proactive approach was particularly evident during peak periods, when their swift decision-making and resource allocation prevented bottlenecks in service delivery.
- The introduction of specialized training programs for Muavineen/Nazims prior to deployment further enhanced service quality, equipping staff with the necessary skills to handle diverse pilgrim needs with utmost professionalism.
- Furthermore, the Section's innovative approach to crowd management during the Mashaire period set new standards for operational effectiveness. By strategically positioning Nazimeen at key points, maintained smooth pilgrim flow while ensuring adherence to safety protocols.
- The Section's leadership fostered exceptional teamwork among all staff members, creating a cohesive operational environment where every team member understood their role in the larger set up. Their ability to maintain discipline among thousands of Muavineen while simultaneously addressing countless administrative details demonstrated remarkable organizational capability.
- The cumulative impact of these measures resulted in an unprecedented level of service delivery that significantly elevated the overall Hajj experience for Pakistani pilgrims. The successful implementation of Nazim scheme was a landmark component of Admin Section.

2.9. Issues & Challenges

- a. Due to abrupt reduction in Hujjaj quota the strength of all categories of welfare staff was reduced due to which shortage of welfare staff occurred, especially *Muavineen-e-Hujjaj* resultantly the deficiency was covered with KSA based local *Muavineen*. However, overall sprit of service delievery was slightly affected due to shortage of strength of welfare staff.
- b. During implementation of Nazim scheme (01 *Nazim* for 188 Hujjaj) acute shortage of *Muavineen* and SDS Staff was faced. To cope with the deficiency of trained *Nazims*, untrained staff from SDS and HMM were deployed due to which minor issues were faced in the implementation of scheme in true spirit.
- c. *Nazims* were appointed considerably late, causing many BDOs to rush towards their assigned group of Hujjaj and their trainings. Furthermore, there were last minute changes just before Mashair days undoing the efforts of many *Muavineen*. Lastly, many *muavineen* had Hujjaj in more than one buildings causing them issues in reaching out and acquainting with Hujjaj of other buildings.
- d. The cancellation of flights carrying Welfare Staff from Pakistan to Saudi Arabia caused significant hurdles, leading to staff shortages posing substantial challenges during the pre-Hajj operation. These disruptions initially affected overall efficiency for a short time.
- e. The extension of few Welfare staff without granting them daily allowance also did not go well with these officials which affected the motivational level of welfare staff.

2.10. Recommendations

- a. To implement the Nazim scheme in future, Nazim should be selected separately according to the strength of Hujjaj quota from grade 11 to grade 18.
- b. Only motivated and willing SDS should be deployed in Nazim scheme after getting them selected through a process and the willing Nazim from SDS should also be trained with *Muavineen*.
- c. Two weeks comprehensive training regarding duties and responsibilities of Nazim should be arranged to implement the Nazim scheme in true spirit. The formulation of Hujjaj groups and attachments of Nazim with Hujjaj should be made in Pakistan before KSA deployment at least two months before start of Hajj Operation.
- d. Pre and post deployment plan of welfare staff should be prepared before the deployment at KSA. If extension of any welfare staff is required in acute case, the extension should be given by the Coordinator Makkah on the recommendation of the concerned Deputy Coordinator/Section In-charge with usual daily allowance for motivation of such key personnel.
- e. Keeping in view the improved performance of welfare staff in Hajj operations 2024 and 2025, Welfare Staff should always be selected through a transparent competitive process.
- f. Mock exercises should be incorporated in training modules of the Welfare staff to handle emergency, first aid, mob handling etc.
- g. For better facilitation and guidance of Hujjaj, Nazim should travel with his group of hujjaj and stay in the same building with his assigned group of Hujjaj and move with same Hujjaj in Mashair days and finally travel back to Pakistan in the same flight.
- h. The ratio of different streams of welfare staff shall be rationlised and fixed according to requirement.
- i. The provision of service visas to certain personnel in the name of technical team such as media (PTV, Radio, APP etc started in the 1980s when PTV was the only channel), needs to be revisited especially at this age of social media where a much better coverage can be ensured through in-house arrangements.
- j. The process of Moaveneen/Nazim selection and their training shall be completed atleast 02 months before the commencement of Hajj operations.
- k. Comprehensive modules for training of Moavenin-e-Hujjaj/Nazims shall be developed with provisions for general training as well as specialized training of the relevant function for which a maoevin is selected.

- l. Training shall also be imparted to the HMM personnel as well as the SDS on the same pattern as Muavineen/Nazims are trained albeit in selective areas.
- m. A comprehensive charter of functions/job descriptions may be formulated in respect of each function/position and the same shall be in synch with the syllabus for the competitive method.
- n. Performance appraisal of every Moavin viz a viz their job descriptions should be written by their respective supervisory officers and submitted to their concerned Coordinators which shall be part of record with weightage in future selection.
- o. Syllabus for test shall be broad based and should incorporate service provider agreements, hajj policy, guidelines, and operational matters pertaining to accommodation, food and transport.

Muhammad Hafeez
SO-PW
Monday, 24 September, 2023, 11:34:53 PM

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Monday, 24 September, 2023, 11:34:53 PM

Operations (Accommodation & Departure Cells)



SECTION 3: ACCOMMODATION ESTABLISHMENT & ITS FUNCTIONS

3.1. Overview

The Pakistan Hajj Mission 2025 successfully facilitated the sacred journey of thousands of pilgrims, prioritizing comfortable and well-managed accommodation. Each sector managed designated buildings, providing essential lodging and amenities. Despite the complexity of overseeing such a large operation, the mission to a greater extent ensured the comfort of the Hujjaj. However, challenges such as infrastructural shortcomings, non-functional/slow moving lifts, poor hygiene, geographically scattered buildings and some non-cooperative building owners were significant obstacles, requiring smart coordination efforts and stricter enforcement of contractual obligations.

This Year, the Pakistan Hajj Mission had hired 177 buildings in total to accommodate Hujjaj. Of these buildings, 46 buildings were of Category A, which provided comparatively better services to them. Whereas, Category B and C buildings, which were 120 and 15 in number respectively also offered reasonably good services with exception of few.

To address issues and enhance future services, this report contain certain recommendations for building selection criteria, exploring multi-storey accommodation options, and improving infrastructure standards through rigorous inspection. Enhanced coordination and accountability among building owners and staff are critical for overcoming recurring challenges. These measures aim to refine accommodation services, ensuring a seamless and comfortable experience for the Guests of Allah in future Hajj seasons.



Figure 4 Overall Stats of Hujjaj

3.2. Operational Structure & Muavineen Deployment



Figure 5: Operational Structure

3.3. Key Responsibilities

The effective management of accommodation facilities is paramount to the success of the Hajj Mission, ensuring the comfort and well-being of pilgrims throughout their stay in Makkah. The Pakistan Hajj Mission employs a structured approach to accommodation management, involving various designated roles and meticulous operational procedures. The primary designations of Muavineen involved in building management include the Sector Coordinator, Asst. Coordinator Accommodation, Sub-Sector In-charge (if required), Sector Duty Officer, and Building Duty Officer. Furthermore, the Sector Duty Officers and Building Duty Officers work 24/7 with their work distributed from eight-to-eight in two shifts i.e. Day and Night in each building. In summary, the responsibilities include but are not limited to the following Section:

- *Operational Oversight:* Sectors coordination, Induction & Departure, Ensuring facilitation through sector offices
- *Planning:* Mina Move Planning, Early Departures
- *Pilgrim Welfare:* Ensure the well-being of pilgrims, addressing health, safety, and emergency concerns.
- *Logistics Support:* Supervise transportation, food, accommodation & other services for pilgrims.

3.4. Implementation Strategy

The In-charge (operation) ensured efficient execution of the above role by adapting the following strategy:

- Close coordination with all Sector Coordinators through meetings, daily situation Reports and complaints management.
- Ensured efficient & effective implementation through concerned in-charge of each function.
- Put in place a robust compliance monitoring regime.
- Developed templates for recording evidence based execution of each function, accommodation, food, transport etc.
- Oversaw execution of all contracted services for Pakistani Hujjaj.
- Secured & acquired all services procured for our Hujjaj.
- Function as deputy to the Coordinator Makkah in MCO.

- Developed a coordination mechanism with all stakeholders.
- Arranged meetings of Coordinator Makkah with relevant service providers on regular basis.

3.5. Accommodation Preparedness for Hujjaj

The main functions of the Accommodation Establishment were meticulously designed to cover all aspects from pre-occupancy inspections to the daily management of pilgrim residences. These functions were critical for maintaining high standards of living and addressing issues promptly. Some of the important steps are enumerated below.

a. Selection of Building Inspection Teams

Inspection teams were formally constituted and notified in the duty roster of each sector under the direct command of their respective Sector In-charge. The size and composition of these inspection teams were determined by the specific requirements of each sector and the availability of human resource, ensuring adequate coverage and thoroughness in the inspection process.

b. Inspection of Buildings

The Pakistan Hajj Mission/OPAP through Hiring & procurement Committee hires buildings for accommodation of Hujjaj through a rigorous process. This year 177 buildings were hired for accommodating 88,295 Pakistani Hujjaj. For administrative convenience, the nearby buildings were clustered into individual sectors totaling ten sectors spread throughout the suburbs of Aziziya and Batha Quresh in Makkah. Prior to the arrival of Hujjaj, a formal agreement is executed between OPAP and the building owner or mustajir. This agreement explicitly details the facilities, allied services and equipment provisions that are to be made available for the Hujjaj.

c. Inspection Process

Muavineen are mandated to conduct a detailed inspection of these buildings before the arrival of Hujjaj (*Annex-3*). This is crucial for ensuring maximum facilitation and minimizing potential complaints. Their rigorous verification encompasses the functionality of all essential facilities, including water supply, air conditioning systems, elevators, dining areas, and the overall condition of rooms and washrooms, etc. Specific amenities such as washing machines, electric kettles, and water dispensers are also checked to ensure they are operational and prepared for the pilgrims. Where deficiencies are identified, notices are formally issued to building owners, demanding rectification. It has been observed that unresolved problems are particularly prevalent in older buildings, often due to their inherent structural limitations and constraints of time and resources. Inspection consists of following steps:

- Detailed Inspection of the building as per checklist.
- Deficiencies are identified and communicated to the building/owner through notice incorporating room-wise /floor-wise shortcomings for their resolution within 24 hours time.
- Final Inspection is done (*Annex-4*) before occupancy to check for any persisting deficiency in services. If issue persists, second notice is given. Followed by a third Notice which if remain unaddressed may also entail fine as per contractual arrangements.

d. Category-wise Buildings' Details

Buildings are, in an informal and unstructured manner, assigned a particular category depending upon the over all FEEL of the committee members based on the lay out and infrastructure of the building, cost per Haji etc and are labelled as category A, B, and C with even its sub-categories like B- or C+. Category A buildings provide comparatively better accommodation facilities and Category B buildings provide reasonably good services whereas Category C buildings were of comparatively poor quality and hence offered poor services. This time, primarily due to the personal interest of the incumbent DG Hajj, hujjaj profiling was done while allocating buildings which had a very positive impact and one of the reasons for less number of complaints. Further details of A, B, and C category buildings can be viewed at (*Annex-5*).

The following table will express sector-wise categories of buildings and distribution of pilgrims across sectors:

Table 7: Category-wise Buildings' Details

S.N.	Sector	No of Buildings	Name of locality	Category of Buildings			No. of Hujjaj
				A	B	C	
1	Sector-1	24	Azizia South	1	20	3	8,611
2	Sector-2	21	Azizia South	5	11	5	8,201
3	Sector-3	12	Hi Al-Naseem	3	6	3	3,847
4	Sector-4	25	Azizia South	11	13	1	9,331
5	Sector-5	21	Azizia North	5	15	1	7,964
6	Sector-6	10	Azizia North	7	3	0	14,443
7	Sector-7	14	Azizia North	1	13	0	8,195
8	Sector-8	22	Azizia North	1	21	0	11,744
9	Sector-9	12	Batha Quresh	5	7	0	5,436
10	Sector-10	16	Batha Quresh	7	9	0	10,523
	Total	177	Makah	46	120	15	88,295

3.6. Rectification of Deficiencies

Upon receiving a notice from the Sector In-charge, the building owner was contractually obligated to promptly rectify the identified issues and fulfill any deficiencies. In the vast majority of cases, building owners demonstrated compliance with these demands within the specified timeframe, thereby ensuring that the necessary facilities were in place for the Hujjaj before their arrival. Those building owners who failed to resolve the issues were penalized through fine deduction in retention money and/or were not recommended for future hiring for accommodating Pakistani Hajjis. This penalty, unlike previous practice, was decided by a “Committee for Imposition of Fine and Penalties” constituted on 17th May 2025 (*Annex-6*).

a. Fines & Penalties

A vibrant mechanism for enforcement of contractual obligation provide the necessary impetus to ensuring the agreed upon arrangement. In case, the inspection team identify any issues or any deficiency arises after Hujjaj have been inducted, in the provision of facilities and equipment within a building, the building agreement grants Sector Coordinators the authority to issue formal notices to the responsible building owner. These notices served as a demand for timely rectification of the identified issues. The building owners were contractually obligated to comply with these demands within a stipulated timeframe. Failure to respond promptly or to meet the specified deadline may also entail imposition of fines on the building owners for violation of contractual clauses (*Annex-6*). It is important to mention that for the first time a committee was constituted to impose fines, in the light of necessary evidence, with clearly laid down terms of Reference (TORs) for carrying out its proceedings. This mechanism ensured that all buildings adhere to the required standards and provide adequate facilities for the Hujjaj during their sacred journey. Details of the number of notices issued and amount of fines across various sectors, during Hajj-2025 is given below:

Table 8: Fines & Penalties:

Sector	No. of Buildings	Notices Issued	Fines Imposed (SAR)
Sector-1	24	35	10000
Sector-2	21	28	0
Sector-3	12	31	15000
Sector-4	25	23	12000
Sector-5	21	50	26000
Sector-6	10	20	0
Sector-7	14	51	70,000
Sector-8	22	43	0
Sector-9	12	17	0
Sector-10	16	29	0
Total	177	327	133000

3.7. Induction of Hujjaj in Building

Induction of pilgrims in buildings is a very critical step that requires elaborate and methodical arrangements more specifically in utilization of limited human resource. In order to ensure a smooth and well-organized induction, the Moaveneen are deployed in such a manner that cater for all the requirements of Hujjaj. Generally, Moaveneen were grouped and assigned the following duties:

Announcement Party- They greet Hujjaj inside their buses, give a brief speech informing them about Saudi laws and conduct expected of them, transportation routes and food arrangements etc.

Welcome Party- Welcomed Hujjaj as they disembarked from buses, coordinating with Maktab teams to provide small gifts and welcome meals, and assisting with Maktab card and Nusuk card distribution.

Head count and Scanning Party- Ensured accurate counting of Hujjaj and scanned their cards, noting down room numbers for easy reference.

Lift Party- Operated lifts for those needing assistance or unable to read, ensuring timely use and minimizing wait times by assigning lifts to specific floors.

Floor Party- Stationed Muaveneen on each floor to provide room keys and guide Hujjaj to their rooms efficiently.

Luggage Party- Assistance in organizing and transferring Hujjaj's luggage according to floor and room numbers, reducing confusion and fatigue. In total, over 88,000 Hujjaj were successfully inducted into their allocated rooms across various buildings this year, facilitated by dedicated Muaveneen teams. For ease of understanding, the induction process is also expressed as follow:

Hajj Induction Process: Roles and Responsibilities



Figure 6 Induction Process

3.8. Induction Process of Hujjaj

Induction is a critical process that involves the systematic allocation and settling of Hujjaj into their designated accommodations upon their arrival. It is heartening to record that this time the induction of hujjaj was done digitally by scanning cards of each haaji before disembarking from buses. This process is meticulously planned to ensure a smooth transition for pilgrims, minimizing discomfort and confusion after their long journey (*Annex-7*).

The process involves a series of steps each leading to the other:

- Verifying pilgrim identities and scanning QR Code of Pakistani Haji card through Pak Muavin App.
- Assigning rooms according to pre-determined allocations.
- Providing essential information about their living arrangements and available services.

The efficiency of the induction process directly affects the initial experience of the Hujjaj and sets the tone for their entire pilgrimage and that is why the team lead would lay stress on each step. Any delays or inaccuracies in this phase can lead to significant distress and operational challenges for the mission. The induction of Hujjaj process is also expressed in the following flow diagram for facility of understanding.

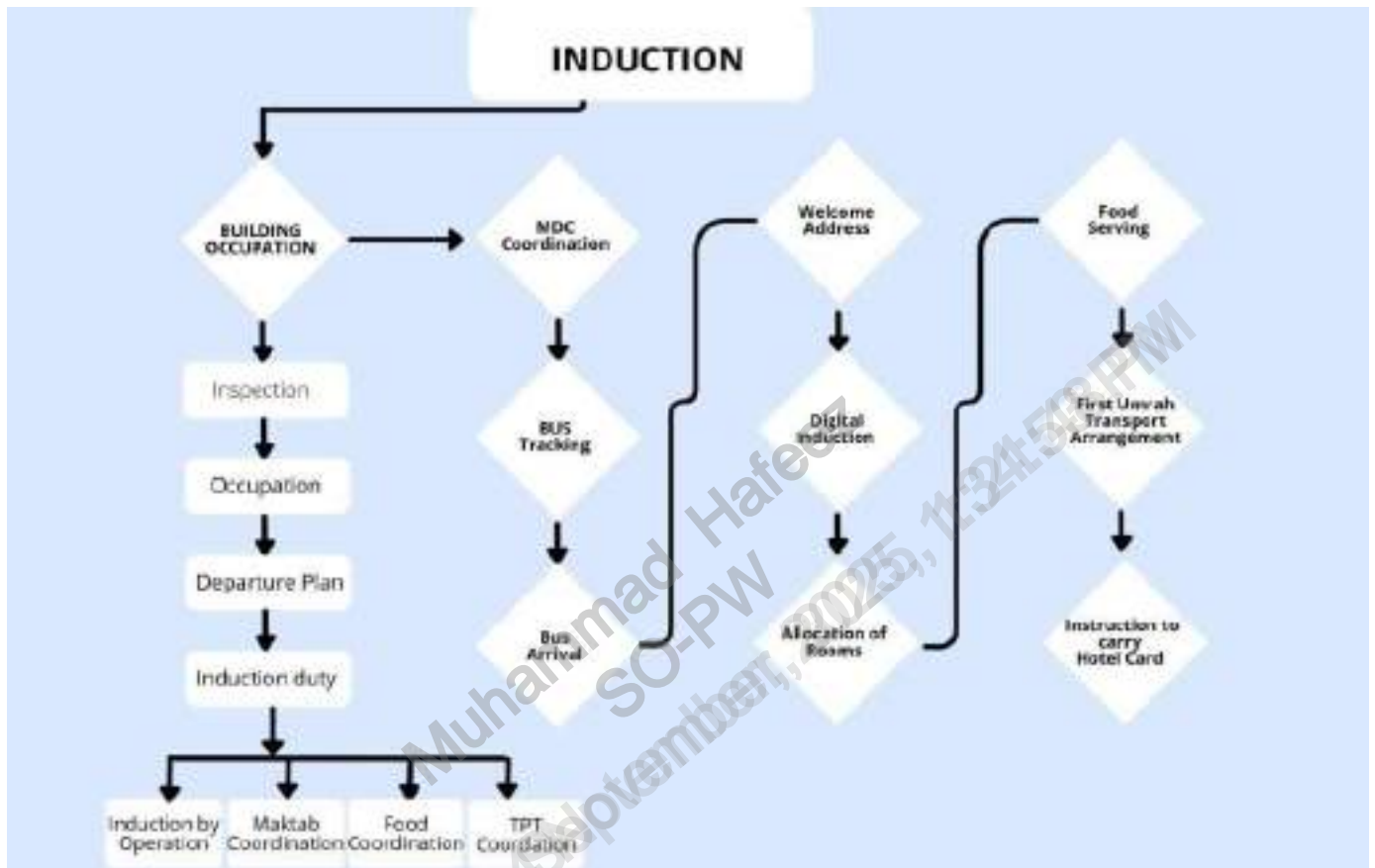


Figure 7: Induction Process

3.9. Sector-wise Analysis

One of the distinguishing aspect of this year hajj mission was the passion of every functionary to do away with the conventional orthodox approach, adopt innovative and out of the box ways of doing things. In line with this theme and spirit, attempt has been made to incorporate novel features in this Report too in synch with the innovative steps actually practiced during the hajj operation. One of such feature is the QR Code scanned enabled feature for a detailed [map](#) and write up of each Sector and buildings hired in Makkah.

In the following segment of the Report, each Sector Coordinator has provided a brief profile of their respective Sectors along with their independent feedback with issues and recommendations. Respecting free & independent thinking and valuing dissent, their input has been made part of this report by the Coordinator Makkah without any editing which can be read in detail by scanning the QR code in respect of each Sector.



Brief Profile of Sector # 1

Table 9: Sector 1 Summary details


Sector Coordinator: Adil Hussain	
Accommodation:	Managed 8,610 pilgrims across 24 rented residential buildings. Included both Ahl e Sunnah and Fiqah e Jafaria sects.
Reported Issues:	Bed shortages at Maktab due to low camp capacity. Maktab also provided insufficient buses for return to buildings.
Sector Coordinator's Recommendations:	Enhance ambulance response times through better positioning and standby arrangements. Upgrade infrastructure in rented buildings (elevators, attached washrooms). Ensure Makatib have adequate capacity for assigned pilgrims. Provide each sector with one ambulance.
<u>Detailed Sector Report:</u>	



Figure 8: Sector 1 Building Locations

Brief Profile of Sector # 2

Table 10: Sector 2 Summary details


Sector Coordinator: Muhammad Asif Anjum	
Accommodation	Managed 8,201 pilgrims across 21 buildings.
Reported Issues:	<p>Slow/non-functional lifts in Building 202 (elderly pilgrims struggled).</p> <p>Pilgrims paying for separate accommodations found washrooms outside rooms.</p> <p>Building 207 in poor condition (leaky roofs, bad odors, rugged mattresses).</p> <p>Family members split across different buildings/sectors.</p>
Sector Coordinator's Recommendations:	<p>Select buildings with reliable lifts and cooperative staff.</p> <p>Clearly specified building categories in Hajj packages.</p>
<u>Detailed Sector Report:</u>	



Figure 9: Sector 2 Building Locations

Brief Profile of Sector # 3

Table 11: Sector 3 Summary details


Sector Coordinator: Farhan Ahmad Chaudhary	
Accommodation:	Managed 3,847 pilgrims across 12 buildings.
Reported Issues:	Buildings 303 & 311: Sanitation issues, structural defects, non-functional lifts. Performance of the Makatib was generally below expectations Building 310 (Sector Office): Bugs, structural defects, poor WiFi. Uncooperative building owners (Buildings 303 & 311).
Sector Coordinator's Recommendations:	Use centralized towers (e.g., Hadaya in Azizia) for easier management. Include modern lifts, attached washrooms, hygiene certification in contracts A dedicated ACM team in each sector should be deployed from the beginning to establish clear communication channels with representatives from 2 to 3-assigned Makatib.
<u>Detailed Sector Report:</u>	



Figure 10: Sector 3 Building Locations

Brief Profile of Sector # 4

Table 12: Sector 4 Summary details


Sector Coordinator: Adnan Gul	
Accommodation:	Managed 9,331 pilgrims across 25 buildings.
Reported Issues:	Buildings 403, 409, 412, 415: Sanitation issues, structural defects, non-functional lifts. Building 412 (short Hajj packages) lacked basic amenities. Uncooperative owners (Buildings 403, 404, 406, 409).
Sector Coordinator's Recommendations:	Include structural inspection reports in contracts. Blacklist problematic buildings, rehire well- performing ones.
<u>Detailed Sector Report:</u>	



Figure 11: Sector 4 Building Locations

Brief Profile of Sector # 5

Table 13: Sector 5 Summary details


Sector Coordinator: Abdul Ghaffar	
Accommodation:	Managed 8,050 pilgrims across 21 buildings.
Reported Issues:	<p>Buildings 503, 504, 507, 508, 514, 516, 517, 518: Faulty elevators, bad odors.</p> <p>Muavin App frequently malfunctioned leading to incorrect room allotment.</p> <p>Ambulance response time was late.</p> <p>Building 504 (long Hajj packages) lacked amenities.</p> <p>Uncooperative staff (Buildings 504, 510, 516, 518).</p>
Sector Coordinator's Recommendations:	<p>Mandate certified elevators and hygiene compliance in contracts.</p> <p>Local Muavineen should be selected on merit.</p> <p>Improve and test Pak Hajj App thoroughly before use.</p> <p>Include Wi-Fi in building contracts.</p> <p>Conduct performance audits of Makatib, and blacklist non-performing ones.</p>
<u>Detailed Sector Report:</u>	



Figure 12: Sector 5 Building Locations

Brief Profile of Sector # 6

Table 14: Sector 6 Summary details


Sector Coordinator: Aimal Khan	
Accommodation:	Managed 14,443 pilgrims (5 high rise Hidayah Towers and 5 scattered buildings).
Reported Issues:	<p>Hidayah Towers: Insufficient lifts during peak times.</p> <p>Building 607: High complaints.</p> <p>Building 608: Frequent lift breakdowns.</p> <p>Building 609: Small prayer area, poor housekeeping.</p> <p>Building 601: Persistent lift issues.</p> <p>Building 610: No standby generator.</p>
Sector Coordinator's Recommendations:	<p>Provide dedicated lift operators in Hidayah Towers.</p> <p>Mandate standby generators in contracts.</p>
<u>Detailed Sector Report:</u>	



Figure 13: Sector 6 Building Locations

Brief Profile of Sector # 7

Table 15: Sector 7 Summary details


Sector Coordinator: Muhammad Asif	
Accommodation:	Managed 8,195 pilgrims across 14 buildings.
Reported Issues:	<p>Building 715: Sanitation issues, structural defects, non-functional lifts.</p> <p>Buildings 716 & 715: Uncooperative owners.</p> <p>Wi Fi unavailable (Buildings 702, 704, 715, 716).</p>
Sector Coordinator's Recommendations:	<p>Implement the Nazim scheme at least 10 days prior to the Mashair phase, ensuring comprehensive training is provided.</p> <p>Install Wi Fi on each floor.</p> <p>Ensure that building certificates are pasted.</p>
<u>Detailed Sector Report:</u>	



Figure 14: Sector 7 Building Locations

Brief Profile of Sector # 8

Table 16: Sector 8 Summary details


Sector Coordinator: Azhar Mahmood	
Accommodation:	Managed 11,744 pilgrims across 22 buildings.
Reported Issues:	<p>Building 801: Small dining area, washroom drainage issues.</p> <p>Building 802: Small lobby for luggage.</p> <p>Buildings 811& 819: Small rooms, insufficient luggage space.</p> <p>Building 822 (17 floors): Only 3 lifts, narrow lobby.</p>
Sector Coordinator's Recommendations:	<p>Implement structured complaint redressal for building issues.</p> <p>Conduct pre Hajj inspections by qualified professionals.</p>
<u>Detailed Sector Report:</u>	



Figure 15: Sector 8 Building Locations

Brief Profile of Sector # 9

Table 17: Sector 9 Summary details


Sector Coordinator: Sardar Shahid Akbar	
Accommodation:	Managed 5,440 pilgrims across 12 buildings.
Reported Issues:	Buildings 906 & 910: Needed major maintenance. Building 906: Sub-standard infrastructure. Pilgrims paying for separate rooms got external washrooms. Wi Fi issues (Buildings 906 & 912).
Sector Coordinator's Recommendations:	Ensure attached washrooms for paid separate accommodations. Improve Wi Fi accessibility in all buildings.
<u>Detailed Sector Report:</u>	



Figure 16: Sector 9 Building Locations

Brief Profile of Sector # 10

Table 18: Sector 10 Summary details


Sector Coordinator: M. Zubair Khan	
Accommodation:	Managed 10,401 pilgrims across 16 buildings (remote location).
Reported Issues:	Building 935: 8 km from Sector Office, small bathrooms, insufficient lifts. Buildings 924, 929, 934, 935: (dilapidated, poor infrastructure).
Sector Coordinator's Recommendations:	Exclude Buildings 924, 929, 934, 935 from future Hajj hiring. Ensure closer proximity between buildings for better management.
<u>Detailed Sector Report:</u>	



Figure 17: Sector 10 Building Locations

3.10. Complaint Redressal Mechanism of Accommodation

Building Duty Officers (BDOs) in the building reception was present 24/7 which ensured that the complaints of Hujjaj were addressed and communicated further to the senior level management. This ensured that a vast number of minor and practically resolvable complaints were resolved in coordination with the Haris of a building, before the need for officially lodging a complaint or any escalation. Lastly, persistent issues were communicated to the sector office and they were further communicated to MCO, Makkah if these still remained unresolved for fines & penalties.

- **Total Complaints:** 1302
- **Total Resolved Complaints:** 825
- **Total Invalid Complaints:** 459
- **Total Unresolved Complaints:** 18

Accommodation Complaints

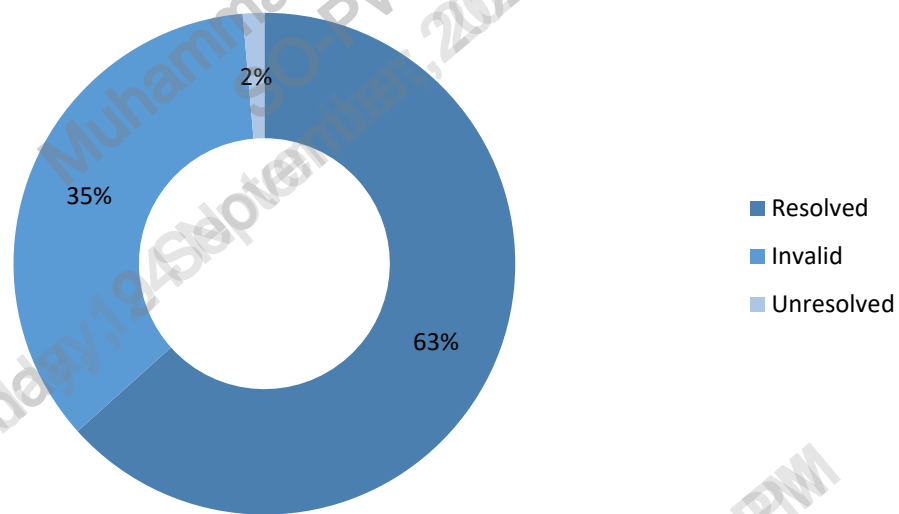


Figure 18: Accommodation Complaints

Table 19: Details of Total Complaints by Sub-type

Complaint Sub Type	Count
Internet Connectivity	282
Others	263
Family Scattered in Different Rooms	157
Inadequate/irregular cleanliness	101
Lifts issue	87
Space per person in rooms not provided as per Saudi taleemat	64
Improper functioning/design of washrooms	58
Inconvenient approach to haram from building	56

Complaint Sub Type	Count
Improper functioning of air-conditioners	39
Issues with Roommates	34
Water Supply (Zam Zam / Normal tap water)	30
Separate rooms not provided to males and females	27
Washing machine not provided in the building	27
Bedding issues	25
Approach not convenient	20
Room Lock Broken	12
Kitchen issues	10
Induction/ de-induction issues	7
Room Keys Losts	2
Wheelchair unavailable	1

3.11. Building Score Analysis

Buildings across various sectors were evaluated by the concerned sector coordinators/Building Duty Officers (BDOs) using a standardized checklist. This checklist was specifically designed to ensure fairness and objectivity in the scoring process. It outlined a comprehensive set of evaluation criteria and parameters, each carefully weighted according to its relative importance in determining the quality and contract compliance of the buildings. By aligning these parameters with the contractual obligations of the building owners, the checklist served as a robust tool to ensure thorough and unbiased assessments. This systematic scoring process allowed for a transparent evaluation of all 177 buildings, reflecting their adherence to predefined standards.

The parameters included, but not limited to, aspects such as:

- Air Conditioning Facilities
- Common & General Facilities
- Room Amenities
- Water Supply & Sanitation
- Bathroom Facilities
- Maintenance & Cleanliness
- Security & Staffing
- Safety & Emergency Measures, etc as per the minimum criteria given in the contract.

The ranks of various buildings in all sectors have been detailed below, with the best buildings at the top and the worst ones at the bottom which gives an over all panoramic scenario of buildings across all sectors.

Table 20: Ranks of Buildings

Sectors										
Rank	1	2	3	4	5	6	7	8	9	10
1	123	218	305	401	511	604	703	803	911	927
2	110	201	312	407	519	601	709	816	903	933
3	119	209	309	410	520	603	713	817	909	932
4	102	210	311	402	506	602	707	815	904	928
5	103	204	302	421	502	608	701	808	905	920
6	107	215	310	405	509	605	711	818	910	923
7	124	211	306	413	510	610	702	821	902	925
8	112	212	308	411	521	606	708	802	908	922
9	111	203	304	417	501	609	710	809	912	930
10	113	217	307	419	508	607	704	813	901	931
11	120	206	301	414	512	-	714	819	906	921
12	115	205	303	406	514	-	712	811	907	926
13	117	213	-	415	515	-	716	812	-	934
14	106	214	-	416	513	-	715	805	-	935
15	109	208	-	408	503	-	-	807	-	924
16	118	221	-	418	516	-	-	804	-	929
17	116	219	-	409	518	-	-	801	-	-
18	114	207	-	403	517	-	-	814	-	-
19	101	216	-	404	507	-	-	810	-	-
20	105	220	-	412	522, 523	-	-	820	-	-
21	104	202	-	-	504	-	-	806	-	-
22	122	-	-	-	-	-	-	822	-	-
23	108	-	-	-	-	-	-	-	-	-
24	121	-	-	-	-	-	-	-	-	-

3.12. Buildings ‘Not Recommended’

The Coordinator Makkah, being himself member of the H&PC, came across serious issues in declaring certain buildings not recommended by previous hajj missions which negatively impacted the bargaining position of the DG Hajj viz a viz other Missions of the Muslim world. Cognizant of this fact, attempt was made to declare very few and bare minimum buildings as ‘Not Recommended’ rather it has been left to the best collective judgement and decision of the committee. In addition this practice was not left to the discretion of one individual but a committee was constituted with elaborate TORs with provision for affording opportunity of hearing to the building owner/Representative. Few buildings that were not recommended by the Fines & Penalties Committee for future hiring are detailed as under:

Table 21: List of Not Recommended Buildings

Sr No.	Building No.	Name of Building/Hotel	Violations	Recommended/Not Recommended
1	122	فندق ملاذ المسك	Praying mat not available in Masjid. Non-functioning lift in 122A. Insects and rats found in building. Non-cooperative staff.	Not Recommended for future hiring
2	705	Pakistan Hajj Medical Mission Building (Muavineen Accommodation)	Dining hall not available. Carpeted mosque not available. Sewerage lines leaked. Worst conditions of cleanliness	Not Recommended for future hiring (Conditional upon availability of alternative)

3.13. Progress & Achievements

- 88,295 Hujjaj were inducted seamlessly along with their luggage.
- Room allocation issues were resolved by BDOs by fostering mutual understanding among Hujjaj.
- Split family issues were dealt with in coordination with Makatib.
- Hujjaj belonging to Fiqah-e-Jaffaria were fully satisfied this year as per their fiqah requirements.
- No reported case of accidental death in the building.
- Achieved a 98% complaint resolution rate.
- Timely and on the spot response to routine complaints regarding accommodation.
- Awareness sessions and Programs were conducted for guidance of Hujjaj in coordination with Al Rajhi, PHVG, and Nazims before Mashair days

3.14. Issues and Challenges

During Hajj 2025 season, several issues were reported in various buildings that adversely affected the comfort and overall experience of the Hujjaj. These included persistent problems with Wi-Fi connectivity and bandwidth (*though not part of the accommodation agreements*), as well as frequent malfunctions and breakdowns of air-conditioning units that necessitated urgent repairs. Challenges also arose from insufficient space in dining areas, mosques, and lobby areas, along with limited space in front of buildings, leading to congestion. Cleanliness and hygiene issues were a recurring concern, often stemming from inadequate cleaning staff and a lack of cooperation from building management.

Furthermore, older buildings experienced frequent lift failures requiring mechanical repairs, non-replaced broken mattresses, leaking water taps, and water seepages in ceilings. Additionally, a few buildings lacked essential facilities like water dispensers and were plagued by issues such as the presence of cockroaches, all of which negatively impacted the living conditions of the Hujjaj.

- Lack of Connectivity and Slow Internet Speed:** Hujjaj had constantly complained about slow Wifi and non-provision of Wifi in their buildings. The majority of complaints related to accommodation

consisted of Internet connectivity issues. Similarly, the Zong SIMs were dysfunctional most of the times (including the crucial Mashair days).

- b. **Scattered sectors formations:** some of the sectors were not compact their buildings were located far apart from each other like few buildings in sector 9, 3 and 8 which posed a considerable operational challenges and difficulties in managing allied services like food and transport.
- c. **Location of Dining Area in Basement:** Dining Areas located in the basement of some of the buildings had inevitable exhaust and smell problems. Furthermore, they are breeding grounds for insects, posing a threat to food safety.

3.15. Recommendations:

- a. **Preference to Category A & B Buildings:** Accommodation for future hajj may be arranged in category A & B Buildings with preference for comparatively new and large capacity buildings.
- b. **Ensure Wifi in Future Building Contracts Besides Procuring Local Sims:** Mandate high-quality Wi-Fi in all building contracts and distribute local Saudi SIMs to pilgrims upon arrival. Stable internet enables real-time communication, app functionality and prompt handling of emergency coordinations.
- c. **Building Inspections and readiness:** Buildings inspections and readiness should be the responsibility of OPAP for which it should be allowed to hire expert local-based workforce with handsome budgetary allocations as the Moavenin arrive late and remain engaged in multi-tasking relating to other issues and hence cannot do justice with meticulous inspection of each building and thus this essential and important exercise gets compromised.
- d. **Incorporate Minimum Cleanliness Staff per Haji Clause in Building Contract**
Provision for minimum cleanliness staff per Haji in a building may be included to ensure cleanliness needs of Hujjaj are met round the clock. This would ensure adequate and frequent cleanliness of the building. Furthermore, frequency of cleanliness can also be considered which will result in lesser complaints.
- e. **Cluster Buildings Together**
Clustering of buildings shall be rationalized and the traditional clustering need to be revisited for the sake of operational convenience. When buildings are clustered within a compact locality, it is easier for the hujjaj to navigate through even on a walk towards their building. Furthermore, it helps in provision of allied essential services like food and salawat transport.

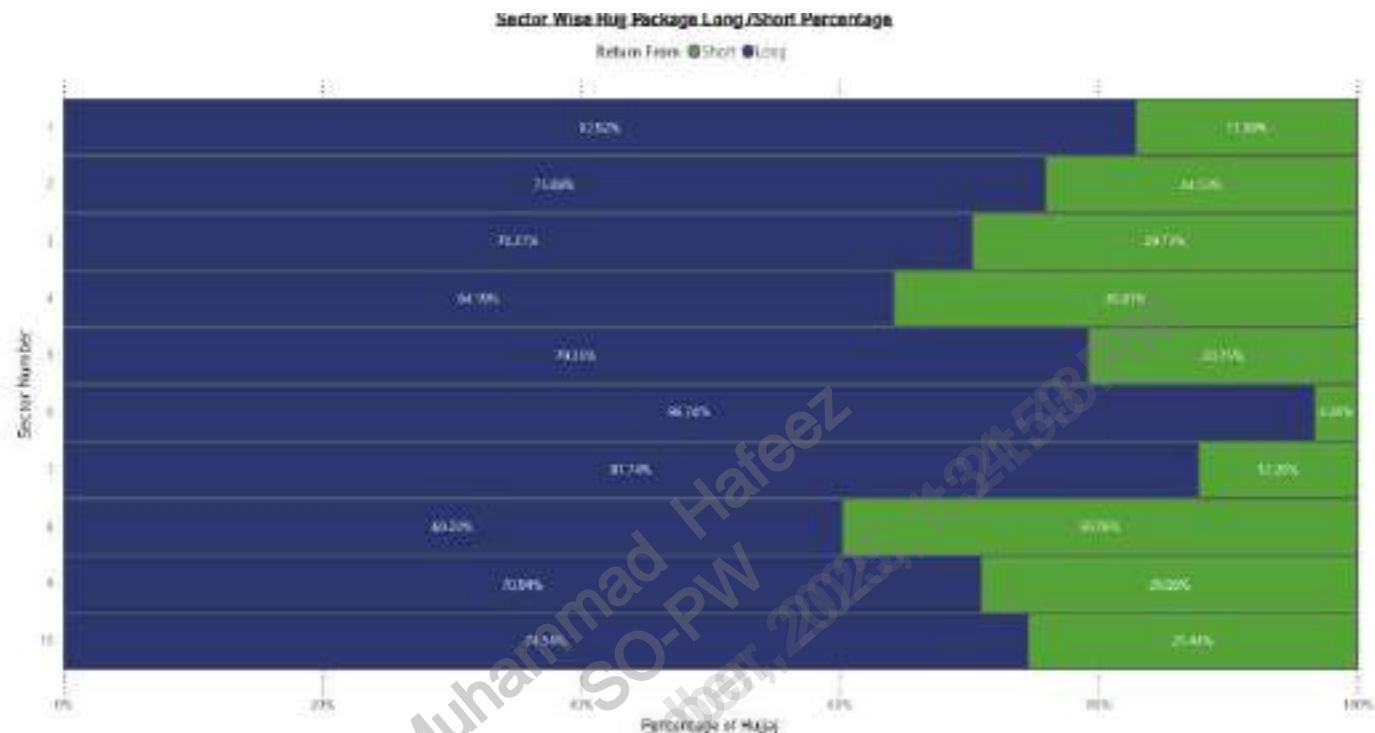


Figure 19 Long & Short Percentages of Hujjaj

3.16. Departure Cell

The Departure Cell (MDC) operated in two main sections: Madinah and Makkah. Both sections played crucial roles in ensuring smooth transportation of pilgrims: In-charge Departure cell-is responsible to coordinate Departures:

- Schedule and manage pilgrim departures from Makkah to Madina and vice-versa.
- Track Pilgrim Data: Maintain departure records and details.
- Arrange Transport: Organize vehicles for pilgrim transfers.
- Inform Pilgrims: Provide departure information and instructions.
- Manage Luggage: Coordinate luggage handling and transfer.
- Resolve Issues: Address problems during departure.
- Report Progress: Update the core team & concerned sector coordinators on departures

Keeping in view the gaps observed during “Hajj - 2024”, the Madinah Departure Cell (MDC) operated in an organized manner during this Hajj operation. A proper strategy was devised to ensure smooth, timely and peaceful departure of Hujjaj for both destinations, i.e. Madinah & Jeddah. Following are the important steps and initiatives taken in this regard: -

- Madinah Section:** This section ensured timely departure of pilgrims from Madinah by coordinating with sector Coordinators, arranging buses and cargo vehicles for extra luggage, and preparing departure reports.
- Makkah Section:** This section maintained continuous communication with the transport company representatives, pilgrims, Sector coordinators, Deputy Coordinator Transport, Deputy Coordinator Food and other officials involved in the process. They monitored the arrival of buses and addressed issues promptly by coordinating with the concerned.
- Meetings with Sector officials:** MDC officials visited the sector offices, conducted meetings with Sector officials and personally briefed them about necessities, requirements and responsibilities during the departure process.

- d. **Liaison with IT Team:** Close liaison was maintained with IT Team of MDC (SDS) through which a number of issues have been addressed effectively, in order to ensure the facilitation of Hujjaj.
- e. **Issuance of Departure Schedule:** Date & Makatib-wise list was got issued from the IT Team (48-72 hrs prior to the departure), which used to be circulated amongst all Sectors for checking and identifying any issue, so that the same may be resolved well in time.
- f. **The Bus Tracking System:** A bus tracking system was introduced last year which proved highly effective this year as well. This unit received tracking IDs from Madina and monitored the buses regularly. Any issues were promptly reported to the transport company and resolved in a timely manner.

Bus Service from MCO: An initiative was taken by launching a bus service from MCO Makkah to facilitate the Hujjaj. The Hujjaj, small in number and scattered in different buildings, were sent to Madina on daily basis through this bus service, which proved very helpful.

3.17. Process & Method

The MDC Makkah employed the following methods to ensure a seamless journey:

- a. *Online tracking* of buses.
- b. *Communication with drivers* through local Arabic-speaking assistants (Mouavin), sharing location of their destinations in Makkah.
- c. *Contacting pilgrims* if tracking IDs were not working or drivers were unresponsive.
- d. *Reporting any problems* to the transport company. (like no bus movement, Invalid tracking ID, or any other complaint by Hujjaj)
- e. *Providing hourly updates* to sector Cordinators regarding bus positions.
- f. *Maintaining daily records* and submitting arrival report.

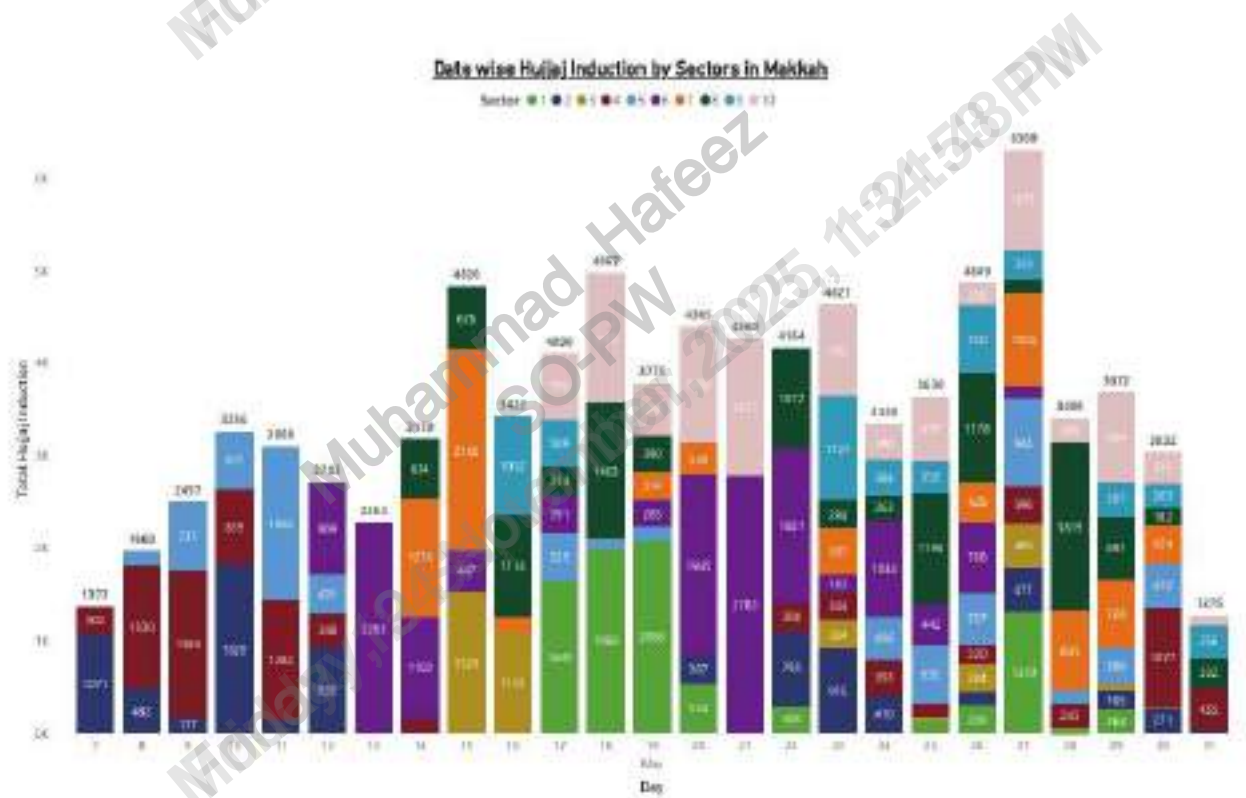


Figure 20 Date-Wise Induction in Sectors

3.18. Summary of Transportation/ Movement of Hujjaj

a. Pre Hajj

(i). Transport from Madinah to Makkah (7th May – 30th May 2025):

The pre-Hajj move of Pakistani pilgrims from Madinah to Makkah started on 7th May 2025 and concluded on 30th May 2025. Buses from Mawakib-al-Khair Transport Company were hired for this purpose. Pilgrims who missed the buses used alternative transportation methods such as trains and taxis. Summary is given below:

- Buses used : 980
- Pilgrims transported by bus : 39,222
- Pilgrims arriving by train or taxi : 65
- Total pilgrims transported : 39,287

(ii). Transport from Jeddah to Makkah (14th May–31st May, 2025):

The pre-Hajj move of Pakistani pilgrims from Jeddah to Makkah started on 14th May 2025 and concluded on 31st May 2025. Summary is given below:

- Buses used : 1229
- Pilgrims transported by bus : 48,943
- No of Flights: : 180

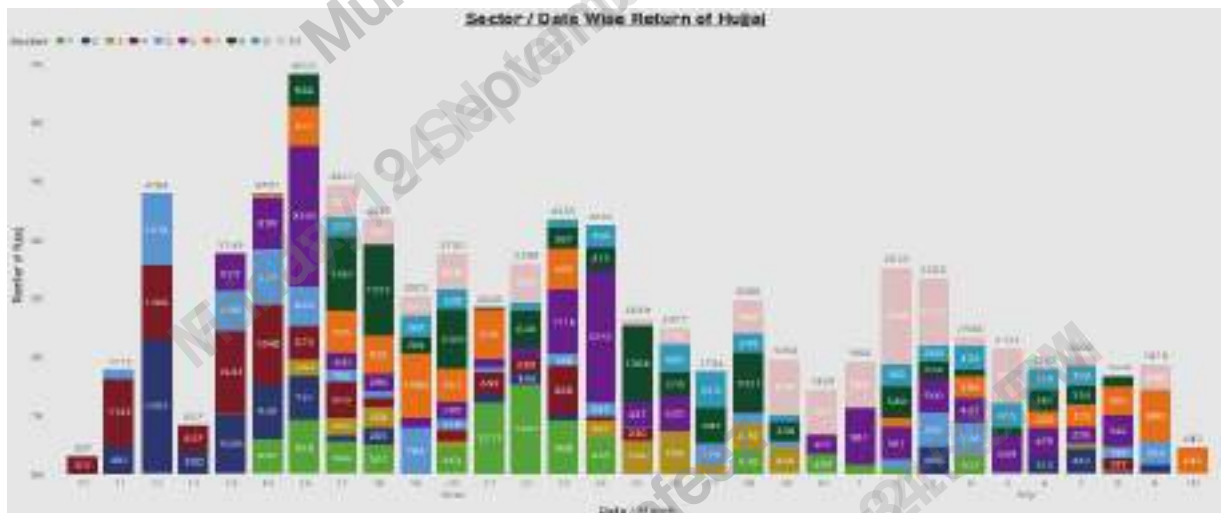


Figure 21 Date-wise Return of Hujjaj

3.19. Progress & Achievements

The Madinah Departure Cell (MDC) ensured timely and disciplined departures of Hujjaj from Madina to Makkah and vice versa. During the Pre-Hajj move, Hujjaj were sent to Makkah from Madina in their respective buildings in a manner that all hujaj were warmly received at Makkah and accommodated accordingly.

- Close coordination was ensured with the transport company in this regard and all major / minor issues arose during this process were addressed amicably in a professional and organized manner.
- As far as pre-hajj move from Jeddah is concerned, close liaison was maintained with staff deputed at Jeddah Airport by the team MDC, all kind of important news was shared with all concerned well in time (i.e. delay of flights, arrival of unscheduled Hujjaj in flights, etc.).
- The team MDC also played a vital role during the Post-Hajj move to both destinations of Hujjaj (Madina & Jeddah Airport). Hujjaj were sent to Madina on daily basis as per schedule in two shifts, i.e. 0600 hrs & 1700 hrs.
- The issue of offering 40-Prayers of Hujjaj of “Long Hujj Package” in Madina was given top priority and was tackled tactfully with almost zero complaints.
- The Hujjaj of “Short Hujj Package” were accommodated for three (3) days in Madina as per their schedule. In this regard, proper coordination was made sure with the team Madina who arranged accommodation on arrival of each & every haji in Madina.

- All issues during the process were addressed timely with proper consultation of both sides as well as senior command. The only priority was the comfort and facilitation of Hujjaj. Due & deserved attention was paid to the Jeddah move during post hujj as well.
- The luggage of Hujjaj was transported to the airport 15-hours prior to the flight time and Hujjaj were transported to Jeddah Airport 12-hours prior to their scheduled flight.
- Close coordination was maintained with the airport staff during this process and all issues were addressed cordially. No major incident was reported during MDC Hajj operation-2025

3.20. Issues and Challenges

Several issues need to be addressed to improve the process:

- a. **Travel Time:** Buses took on average 09 hours and 30 minutes for the 450-km journey from Madinah to Makkah. Sometimes buses took more than 12 hours, which not only add up to the hardships faced by the Hujjaj but also hinders timely provision of quality services after reaching Makkah. This duration should be reduced.
- b. **Language Barrier:** Most bus drivers did not speak Urdu, causing communication problems for the pilgrims. The non-use of Saudi SIMs also remained a hurdle in smooth communication with drivers / Hujjaj as well as local people engaged in the operation.
- c. **Unscheduled Hujjaj:** The extra ordinary movement of unscheduled Hujjaj (in the wake of recent war between Pakistan & India) remained a big trouble during Pre-Hajj operations.
- d. **Attitude of Makatib:**
 - (i). The overall attitude of Makatibs turned un-professional as Hujjaj started to depart for Pakistan and Madinah.
 - (ii). Hardly 10% of the buses were brought on time by them. This issue also includes the Transport Company which according to Makatib administration did not release buses on time.
 - (iii). Makatib showed carelessness in case of the Hujjaj whose departure(s) were regular but they were small in numbers and staying in buildings different to the other fellows of same flight. This attitude of Makatib created unnecessary hurdles in conducting smooth operation, which was completely unjustified.
 - (iv). Wrong use of “Aqood” by Makatib created a number of problems for staff in Makkah as well as for Madinah staff.

3.21. Recommendations

- a. **Journey Time:** The transport company should ensure the 450-km journey is completed within 8 hours.
- b. **Designated Stopovers:** Only 3 stopovers should be allowed during the journey, each comprises of 15-30 minutes. The transport company should strictly follow this rule.
- c. **Language Assistance:** A multilingual (Urdu / Arabic) assistant should be available on every bus to help pilgrims.
- d. **Makatib:** At-least 02-PBMs and 03-LMs should be deputed at Main office of the Makatib (i.e. Al-Rajhi for this year), who should work as “Focal Persons” and work on behalf of Pak Hajj Mission in the office. This shall bring ease in solving of multiple issues that took too much time to be resolved this year.
- e. **Communication:** The use of Pakistani SIMs may be stopped; instead Saudi SIMs should be issued to all PBMs as well as Hujjaj, so that communication related issues should not arise.
- f. **Post Hajj Departure Schedule:** The MDC IT Team should get complete “Post Hajj Departure Schedule” ready by working on the available data from 2nd Zil-Hajj to 6th Zil-Hajj with the consultation of concerned Madinah staff, as the induction of Hujjaj in Makkah completes by 1st Zil-Hajj every year. Such practice will help to avoid confusions / mishaps in departure schedule.



FOOD ARRANGEMENTS



SECTION 4: FOOD ESTABLISHMENT & ITS FUNCTIONS

4.1. Overview

During the Hajj operations 2025, the Pakistan Hajj Mission ensured the provision of three quality meals daily to 88,310 Hujjaj accommodated in 177 buildings in Makkah. This monumental task was managed by the Office of the Coordinator Makkah through the strategic hiring of 22 catering companies in Makkah and 14 catering companies in Madina. Learning from the experiences, the food Section played key role in provision of quality food to hujjaj. This year twenty two (22) catering companies were selected via a transparent tendering process, based on rigorous evaluation criteria.

A total of 6.108 million meals were prepared and served over the course of the operation, encompassing pre-Hajj days, Mashire days, and post-Hajj days. During all these phases, meals were provided consistently to Hujjaj in their respective buildings/camps, with service logistics customized according to the building size, population, and sector-level distribution.

Food Quota Distribution: The distribution of quota among 22 catering companies was based on merit, depending on their operational capacities, logistics and experience. The quota was further divided in line with stay of hujjaj, for instance, long and short stays.

Table 22: Quota Distribution of Catering Companies

Sr. No.	Company Name	Long	Short	Total	%age Share
1	Arafat Catering	8,333	-	8,333	9.43
2	Wassam	8,213	-	8,213	9.30
3	Sargodha	7,973	-	7,973	9.02
4	Jawahar al Arab	5,177	-	5,177	5.86
5	Noor	5,073	-	5,073	5.74
6	Retaj	4,804	-	4,804	5.43
7	Shola	4,590	-	4,590	5.19
8	Jaiza	4,123	-	4,123	4.66
9	Diyafah	3,181	-	3,181	3.60
10	Baharat	777	2,387	3,164	3.58
11	Barduni	404	2,731	3,135	3.54
12	Qemah	979	2,130	3,109	3.52
13	Tahma	3,064	-	3,064	3.46
14	Turkish	3,043	-	3,043	3.44
15	Azwaq	-	3,017	3,017	3.41
16	Mali	3,006	-	3,006	3.40
17	Black Stone	-	2,960	2,960	3.35
18	Global	1,288	1,471	2,759	3.12
19	Qaseedan	756	1,976	2,732	3.09
20	Qurayat	823	1,844	2,667	3.02
21	Karanfil	1,065	1,483	2,548	2.88
22	Ataib Mazaq (Full Board)	1,639	-	1,639	1.85
	TOTAL	68,311	19,999	88,310	100.00

This distribution helped to streamline food operations across all sectors and ensured an appropriate workload per caterer. Different caterers had various buildings allotted across sectors but were serving the same food as per uniform menu throughout the week. This proved highly successful as the number of complaints was three times less than that of the last years.

Menu

All Govt scheme Hujjaj were served standardized meal according to the following menu:

Menu (Hajj 2025/1446 H)			
DAY	BREAKFAST 05:15 to 08:30	LUNCH 12:00 to 15:00	DINNER 20:00 to 23:00
Saturday	Lahori Chana + Halwa + Roti/Khubz + Milk Tea	Chicken Sindhi Biryani + Haleem + Roti/Khubz + Yogurt + Apple	Aaloo Ghosht (Mutton) + Bhindi Vegetable + Roti/Khubz + Sawayyan + Green Tea
Sunday	Aloo Anda + French toast Roti/Khubz + Milk Tea	Chicken Qorma + Daal Channa + Roti/Khubz + Orange + Laban	Aloo Kofta + Mix Vegetable + Roti/Khubz + Ras Malai + Milk Tea
Monday	Murgh (Chicken) Chana + Halwa + Roti/Khubz + Milk Tea	White Rice + Mix Daal + Roti/Khubz + Yogurt + Pear	Mutton Qorma + Bhaingan Bharta + Roti/Khubz + Zerda + Green Tea
Tuesday	Aloo Anda + Halwa + Roti/Khubz + Milk Tea	Aloo Mutton Qeema + Mix Vegetable + Roti/Khubz + Pear	Matar Pulao + Chicken Achaari + Roti/Khubz + Sawayyan + Milk Tea
Wednesday	Omelet/Scrambled Egg + Halwa Roti/Khubz + Milk Tea	Mutton Kabli Pulao + Kari Pakoora + Roti/Khubz + Yogurt + Banana	Beef Nihari + Bhindi Vegetable + Roti/Khubz + Kheer + Green Tea
Thursday	Haleem + Halwa + Roti/Khubz + Milk Tea	Shaljam Goshat Mutton + Aloo Palak + Roti/Khubz + Laban + Banana	Chicken Achari + Kashmiri Daal + Roti/Khubz + Custrad + Milk Tea
Friday	Omelet/Scrambled Egg + Halwa Roti/Khubz + Milk Tea	Chicken Ruz (Bukhari) + Daal Mong + Roti/Khubz + Apple	Aloo Mutton Quorma + Mix Vegetable + Roti/Khubz + Matanjan + Green Tea

Note:-

- Two 300 ml bottles of water for each hajj at each meal.
- No dry milk to be used for the tea.
- Laban and Juices of reputable companies.

Figure 22: Menu (Hajj 2025 / 1446 H)

4.2. Operational Structure & Muavineen Deployment

The food operations were executed under a robust administrative structure designed to ensure proper oversight, quality control, and responsive management. The food establishment was led by a Deputy Coordinator (Food) who had 11 Assistant Coordinators (Food) working under him – 01 each in all sectors while 01 ACF was dedicatedly appointed at MCO to coordinate food operations seamlessly.

Each ACF was assisted by both Pakistan-based and local *Muavin* who oversaw the preparation of food in kitchens and food delivery in the dining halls of all 177 buildings. Twenty two kitchen in-charges were jointly monitored by the Assistant Coordinators (Food) deployed in different sectors.

Table 23: Food Operational Structure

Designation	Count
Deputy Coordinator Food	1
Assistant Coordinators	11
Kitchen In-Charges	22
Local <i>Muavineen</i>	19
Total	53

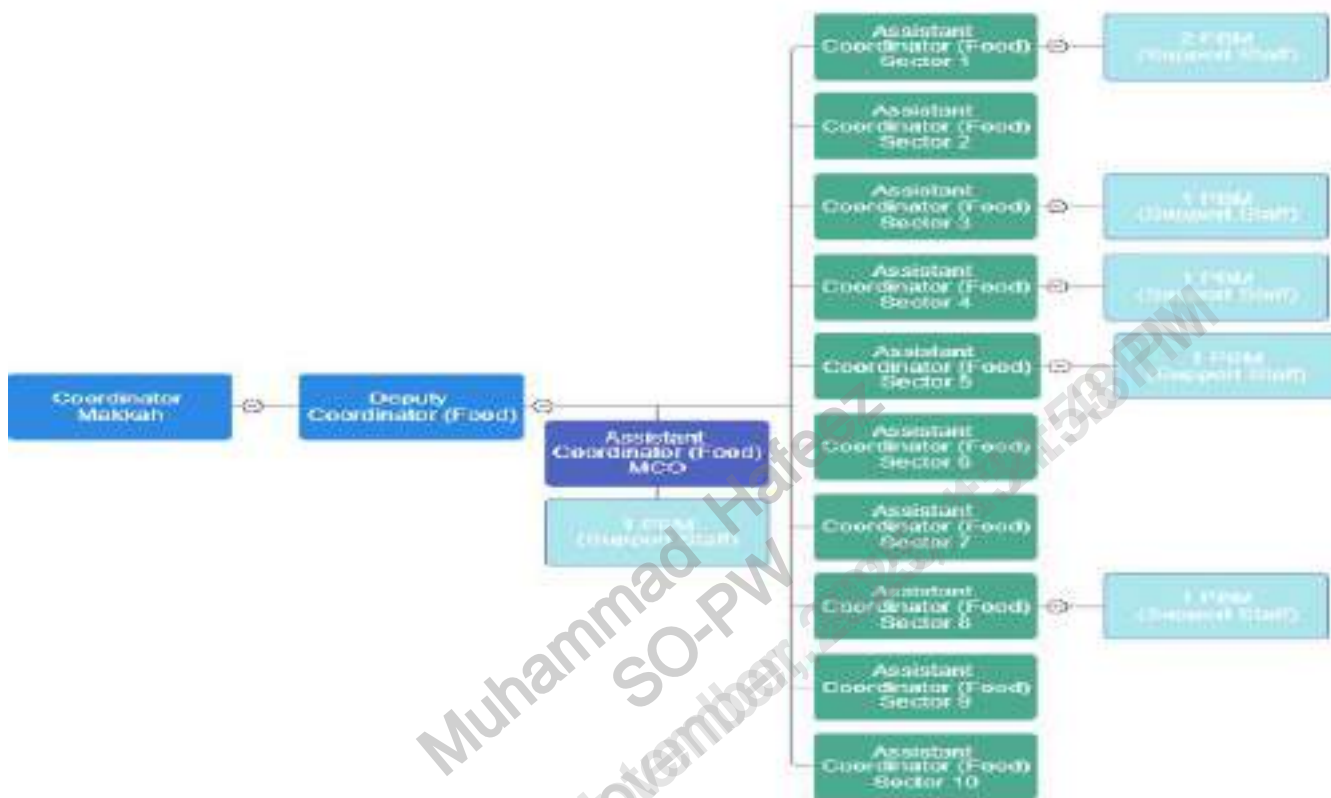


Figure 23: Operational Structure of Food Section

4.3. Key Responsibilities

Each of these personnel had clearly defined roles and responsibilities. The absence of ambiguity in their duties greatly contributed to the efficiency of the food Section. Each officer/official performed the following responsibilities:

Deputy Coordinator Food (DCF):

- Led and coordinated the overall food establishment.
- Acted as liaison between OPAP and the catering companies.
- Monitored daily food delivery schedules and addressed any systemic issues.
- Supervised inspections and led emergency interventions such as those during quality complaints or staff behavior.

Assistant Coordinators Food (ACFs):

- Managed food service at the sector level.
- Ensured implementation of SOPs across kitchens and dining halls.
- Received, documented, and responded to public complaints.
- Reported daily on dispatch timings, menu compliance, and quality checks.

Kitchen In-Charges and Moavineen:

- Oversaw operation inside kitchens and dining areas.
- Monitored food preparation, hygiene conditions, and meal packaging.
- Oversaw serving operations and ensured timely distribution.

4.4. Implementation Strategy

To ensure seamless execution of the food service operations, a comprehensive operational strategy was adopted which was implemented in three main phases: pre-Hajj preparation, operations during Hajj, and post-Hajj wrap-up. Each phase had distinct procedures designed to ensure timely, hygienic, and satisfactory delivery of meals to all Pakistani pilgrims.

a. **Pre-Hajj Measures:**

Before the commencement of food delivery, Deputy Coordinator Food deployed Muavineen for pre-inspection of all 22 kitchens and the dining areas of 177 buildings. Detailed inspection reports of 22 catering companies were prepared before start of operations. This proactive deployment allowed for identification and rectification of potential weaknesses in hygiene, cooking capacity, infrastructure, and food storage.

Detailed inspection checklists were designed based on the food service contract. These checklists included criteria such as:

- Availability of industrial-grade cooking equipment
- Proper cleanliness and waste disposal systems
- Cold storage and dry storage capacity
- Compliance with Saudi and Pakistani hygiene standards

SOPs were enforced rigorously, and readiness reports were submitted by each sector's food team prior to Hajj.

b. **During Hajj Operations:**

Once the Hujjaj arrived, a set of dynamic measures were activated:

- **Real-time Monitoring:** ACFs and Kitchen In-Charges were physically present in kitchens and dining halls during meal preparation and service.
- **Meal Tasting:** Every prepared meal was tasted and evaluated by the ACFs before dispatch to ensure flavor, temperature, and compliance with the approved menu.
- **Dispatch Reports:** Each kitchen generated formal dispatch reports which were submitted to the food headquarters daily. These reports recorded time of departure, number of meals, and any logistical notes.
- **Ingredient Verification:** All ingredients—especially meat, oil, rice, and spices—were weighed and cross-verified with daily usage estimates to ensure correct quantity.
- **Crisis Handling:** Fallback mechanism was in place to handle crisis. For example, on May 30th, when food provided by Azwak Al Khair was found burnt, the team quickly intervened and ordered the food to be recooked. Despite the rectification, penalties were imposed, and the company's contract was later terminated.

c. **Receptions for Hujjaj**

One of the distinguishing features of this year hajj was the holding of meticulously organized receptions for arriving Hujjaj who were welcomed with grand receptions arranged by the concerned catering companies in collaboration with the relevant maktab/tawafa company.

d. **Post Hajj/Mashair Operations:**

To ensure supply of healthy and fresh food to hujjaj, kitchen coordinators through special arrangement were deployed to each kitchen as there was no transport available. It was made sure that the whole food team work with same zeal and zest during the post Mashair days. During the first two days after Mashair,

different catering companies were issued notices, over ten hearings were held and 4 catering companies were fined for violation of services agreement. During this time, vigilance teams were also assigned the task to inspect kitchens and they inspected 15 kitchens and submitted their reports. Ultimately, catering companies were issued notices on the basis of their reports. This mechanism helped to ensure the provision of quality food to hujjaj and thereby food related complaints were extremely low.

e. **Arrangements of Receptions for Arriving Hujjaj**

From traditional Saudi delicacies to confectionaries, special arrangements were made for the Hujjaj arriving at their buildings in Makkah. The arrangements included but were not limited to presenting the Hujjaj with garlands, Arabic *kahwa*, dates as well as other food and beverages. Previously, Hujjaj only from the first flights were treated to this reception, however, this year, similar arrangements were made for Hujjaj from numerous flights. Following the completion of induction of Hujjaj, the caterers again prepared special meals to commemorate the special occasion, such as, return from Mina to their respective buildings.

4.5. Complaint Redressal Mechanism of Food

Each of the 22 catering companies signed a formal agreement with OPAP to provide three meals daily at a fixed rate of SAR 34 per pilgrim. The agreement laid out specific benchmarks for quality, timeliness, hygiene, and menu compliance. Violations of any of these conditions triggered warnings, financial penalties, and in extreme cases, contract cancellations. To ensure transparency in imposing penalties on catering companies, a committee was constituted keeping in view clause 11 of the Service Provider Agreement.

- 640 food-related complaints were recorded.
- Highest categories: Hygiene issues (18%), undercooked/spoilt food (32%), missing food items (14%).
- Most complaints originated from sectors 4 and 2, and buildings 202, 409, and 415.

a. **Building-wise Trends of Complaints**

Table 24: Building-wise Trends of Complaints

Makkah Building No.	Total Food Complaints
202	41
409	29
415	27
207	20
201	20
931	17
120	15
417	14
310	13
935	13

b. **Key Building-wise Trends of Complaints:**

- (i). The high number of complaints in sector 2 and 4 can be attributed to the fact that these building inhabited Hujjaj from diverse regional backgrounds with varying taste preferences. It is highly unlikely in such a scenario to satisfy every Haji.
- (ii). Secondly, numerous building-specific complaints were reported from these buildings related to lifts, crammed dining halls which exacerbated *Hujjaj's* complaints regarding food.
- (iii). Another key factor noted in these buildings was that most of the *hujjaj* came from urban areas e.g Karachi and were more prone/inclined to lodge complaints.

4.6. Fines & Penalties:

For the very first time, a fine & penalty imposition committee was constituted to ensure merit and evidence based judgements and rationalize fine imposition thereby giving credence to justice and fair play.

Key Enforcement Measures:

- Over 50 written notices were issued.
- Violations ranged from food being served late or cold, to unhygienic preparation environments, missing or substituted items, and unprofessional staff behavior.
- Penalties were assessed as per the penalty clause defined in the agreement.

Table 25: penalties imposed on each catering company

S#	Date	Catering Company	Deficiencies			Penalty (In SR)
1.	18.05.2025	Ataib Mazaq / Full Baord	Shortage of Meal	-	-	4,000
2.	23.05.2025	Tahma / World Food	Shortage of Dinner	-	-	5,000
3.	25.05.2025	Al Jaizah	Shortage of food & staff	Food quality issue	Cleanliness issue	2,000
4.	25.05.2025	Al Noor	No kofta in meal	Milk instead of Umme Ali	-	Warning
5.	26.05.2025	Azwak Al Khair	Shortage of Dinner	-	-	Warning
6.	26.05.2025	Ataib Mazaq / Full Baord	Shortage of Dinner	-	-	Warning
7.	27.05.2025	Azwak Al Khair	Shortage of Dinner	-	-	8,000
8.	29.05.2025	Azwak Al Khair	Shortage of Lunch	Shortage of Dinner	Shortage of staff	12,000
9.	03.06.2025	Karanfil	Poor quality of food	Late provision of food	-	4,000
10.	10.06.2025	Al Bardouni	Poor quality of food	Burnt food	-	12,000
11.	09.06.2025	Baharat Al Asia	Late provision of food	Cleanliness issue	Non provision of agreed meal	7,000
12.	09.06.2025	Al Jaizah	Provision of meal without meat	-	-	4,000
13.	10.06.2025	Baiyat Al Qurat	Not wearing mask	Cleanliness issue	Late provision of food	7,000
14.	12.06.2025	Mazak Al Turki	Human Hair in food	-	-	2000
Total Fines						67000

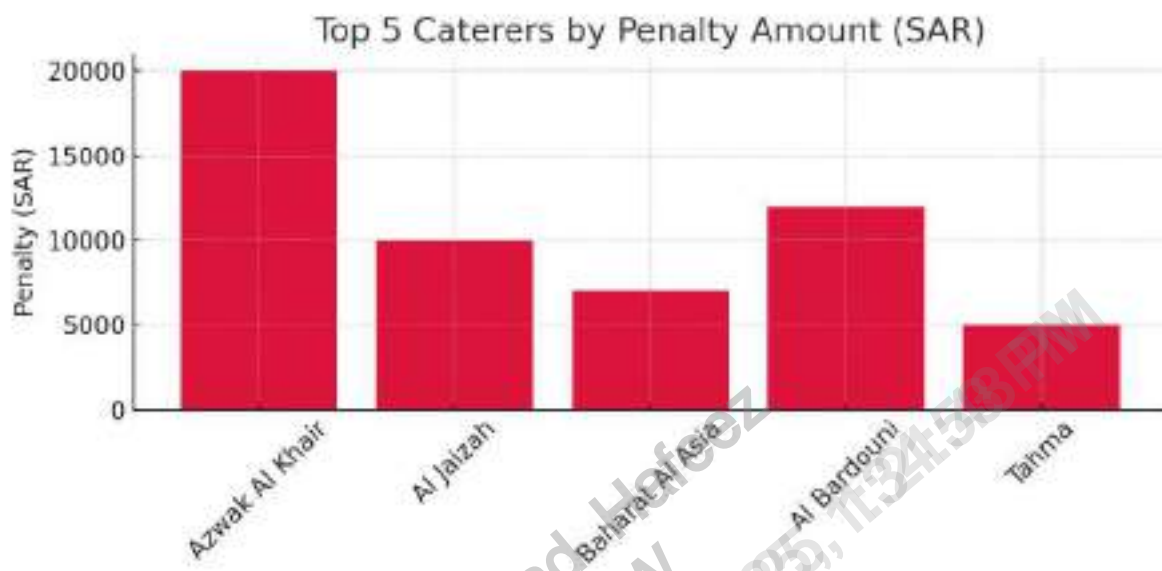


Figure 24: Visual Summary - Penalties on Caterers

Contract Cancellation of Azwak Al Khair:

- Repeated violations including food shortages, poor quality meals, and a major incident of burnt food.
- Received 5 notices, 2 financial penalties were imposed amounting to SAR 20,000.
- Despite imposition of multiple penalties, quality of food did not improve.
- Contract was terminated with the approval of DG OPAP in the interest of Hujjaj.

4.7. Progress & Achievements

Serving 3 meals a day to more than 88,000 hujjaj was a no mean feat; while there were few small hindrances along the way, most of the operation went smoothly. Year-on-year complaints related to food fell significantly. Even before the arrival of Hujjaj to Makkah, a detailed inspection of each kitchen was carried out to ensure that the caterers meet the strict food quality criteria set by Hajj Mission.

In contrast of facing resistance last year for deploying muavineen inside catering kitchens, this year Muavineen were dedicatedly deployed inside kitchens for the entirety of the Hajj mission and catering companies were convinced to host them. This ensured that the best available ingredients were used and best quality taste was ensured to cater to hujjaj from every region. All meals including beverages were served fresh and delivered on time. Increase in the number of catering companies saw an environment of competition develop among caterers which brought out the best for the hujjaj.

Table 26: Catering Companies Ratings

Sr No	Caterer	Rating
1.	Safwat Al Wissam	Excellent
2.	Arafat	Excellent
3.	Mumtaz Sargodha	Excellent
4.	Jawahar Al Arab	Excellent
5.	Shoula	Satisfactory
6.	Karanfil	Satisfactory
7.	Qeemah	Satisfactory
8.	Al Jaizah	Satisfactory
9.	Baiyat Al Qurayat	Satisfactory
10.	Al Bardouni	Satisfactory
11.	Diyafah Al Marmoukah	Satisfactory

Sr No	Caterer	Rating
12.	Mazak Al Turki	Good
13.	Al Mali	Good
14.	Global Taste	Good
15.	Al Qaseedan	Good
16.	Retaj	Good
17.	Black Stone	Good
18.	Al Noor	Good
19.	Tahma	Unsatisfactory
20.	Baharat Al Asia	Unsatisfactory
21.	Ataib Mazak	Unsatisfactory
22.	Azwal Al Khair	Unsatisfactory

4.8. Issues & Challenges

The food Section encountered a range of operational and structural issues some of which are summarized below:

a. **Iqama/Tasreeh Shortfalls:**

Multiple instances of caterers' staff being detained due to lack of work permits in Makkah. This unforeseen challenge led to create numerous challenges like delay in food distribution and cleanliness in dining halls.

b. **Inexperienced Caterers:**

While the introduction of many caterers encouraged competition, it also led to the onboarding of some new catering companies who lacked experience, thereby quality of food was compromised. Majority of complaints were against new caterers.

c. **Shortage of Muavineen:**

Due to decrease in private hujjaj quota, less number of mauvineen were deployed in food sector compared to previous year. However, the number of catering companies were over two times more than the number of catering companies of the last year. Consequently, many personnel, especially Kitchen In-Charges, worked in long shifts without relief due to understaffing.

d. **Hujjaj Complaints about Breakfast:**

A significant volume of dissatisfaction centered around the breakfast menu. Requests for more variety, such as, bread, jam, butter and bread were more frequent.

e. **Post-Hajj Transportation Issues:**

Withdrawal of vehicles for food staff immediately after mashair days affected the overall efficiency during the post-Hajj operations.

4.9. Recommendations

a. **Staffing and Structure:**

- Increase the number of Muavineen in food Section to ensure Kitchen In-Charges work in shifts
- Welfare staff who are selected for working in food section shall be imparted specialized training relating to food arrangements and its allied requirements.

b. **Contractual Reforms:**

This year keeping in view Saudi guideline a prompt action was taken by issuing instruction to all catering companies to ensure the availability of valid Iqama and Tasreeh for all staff of catering companies. It is imperative that all catering companies shall be asked during tendering process to provide list of their staff including chefs having valid iqama and tasreeh to avoid any untoward situation in future hajj operations.

c. **Menu Adjustment**

- Revise the breakfast menu to include bread, jam, and light protein options.
- Menu shall be prepared after consultations with a nutritionist.
- In future, efforts shall be made to host Hujjaj of same regional background in one building it will help to get food prepared as per their demand. Having Hujjaj from diverse regional background in same building create problem thereby leads to enhance food complaints due to varying choices of Hujjaj regarding spices quantity in food and food taste.

d. **Number of catering companies:**

Twenty-two catering companies were selected to provide food to Hujjaj in Makkah. Huge number of catering companies' particularly new entrant created various operational challenges. It is suggested that the number of catering companies shall be one catering company per sector but shall not be more than two in any case per sector and quota should be allocated to the catering companies as per their capabilities and shall be proportionate to their respective aggregate score in the evaluation/selection process.

e. **Post-Hajj Logistics:**

Vehicles of all ACFs shall be retained during the post-Hajj operation and vehicles shall only be closed keeping in view the number of Hujjaj in the respective sectors after consultation with Coordinator Makkah/Deputy Coordinator Food.

f. **Preference to Pakistani Owned Companies:** The Pakistan Hajj Mission may prefer and encourage catering companies owned by Pakistanis which will have multiple benefits including inter alia: the management of the kitchen would be more sensitive to the choices and tastes of their compatriates and the earnings will ultimately be remitted to Pakistan in the form of valuable foreign exchange.

g. **Brand Pakistan:** Though it may sound a bit farfetched idea nonetheless it is also suggested that in future 'Request for proposals' document, a new condition in the evaluation criteria may be added regarding preference and weightage to those catering companies which will use and export Pakistani products/ingredients most specifically rice and spices. In this way, we can play our role,, though in a humble way...in increasing our exports...and also satiating taste buds of almost 90000 pakistani hujjaj.



TRANSPORT ARRANGEMENTS



SECTION 5: TRANSPORT ESTABLISHMENT & ITS FUNCTIONS

5.1. Overview

Transport establishment is the most vital component of the over all hajj operations. Upon arrival from Pakistan, pilgrims have to travel from their point of arrival to the Haramain Shareefan and the sacred sites of Mashair. Throughout this spiritual journey, all transportation for Pakistani pilgrims (Hujjaj) is arranged by the Pakistan Hajj Mission and managed by the coordinator Makkah and his team. There are three main categories of transport services provided during this period: Inter-city Transport, Salwat Transport, and Mashair Transport.

a. Inter-city Transport for Hujjaj

The Inter-city Transport aims at transportation of Hujjaj from their respective accommodations to Makkah, Medina or Jeddah Airport during Hajj season. The transport for Inter-City movement is monitored/ scheduled by the Departure Cell, Makkah in coordination with the relevant Maktab.

b. Salwat Transport for Hujjaj

The Salawat Transport Service represents a critical component of the overall arrangements made for Pakistani pilgrims in Makkah and serves as the logistical backbone of the Hajj Mission. Given the geographical distribution of residential buildings across areas such as Azizia, Haye Al Naseem and Batha Quraish, the provision of uninterrupted, round-the-clock transport services is essential, as the Pakistani Hujjaj prefer to offer all the five prayers in Masjid Al-Haram. Moreover, the availability of transport at pilgrims' doorsteps is of particular importance during the performance of religious rites such as Umrah upon arrival in Makkah and Tawaf-e-Wida at the time of departure. Recognizing these needs, the transport plan for Hajj 2025 was precisely developed to ensure convenience, accessibility, and timely service, thereby facilitating the spiritual journey of the Hujjaj with the highest level of care and efficiency.

c. Mashair Transport for Hujjaj

The Mashair Transport Operation was the most crucial among the transport arrangements. It involved the movement of pilgrims from their accommodations to the sacred sites of Mina, Arafat and Muzdalifah during the Mashair days. This stage was meticulously managed to ensure safe and timely transfer of pilgrims to perform the core rituals of Hajj. The concerned Maktab of pilgrims was responsible for provision of transport. The shifting of Hujjaj from buildings to Mina and vice versa was carried out using buses. However, the movement between Mina, Arafat and Muzdalifah was facilitated through both buses and the Mashair Train service.

5.2. Operational Structure and Muavineen Deployment

The Transport Section included the Deputy Transport Coordinator, Admin Officer, Incharge Logistics & Transport, Assistant Coordinators Transport, Drop Point Incharges and General Duty Staff comprising both Pak-based and Local Muavineen. This structure was designed to enhance coordination and effectively achieve the Mission's objectives.



Figure 25: Operational Structure of Transport Section

A total of 71 Pak-based Muavineen and 218 Local Muavineen were deployed to manage the field operations, logistics, and administrative tasks. The primary goal of this deployment was to assist and guide the Hujjaj by ensuring uninterrupted, 24/7 transport availability, enabling them to reach Haram for prayers without any delays. The deployment of Muavineen was as per details mentioned herein below:

Table 27: Details of Muavineen Deployment in Transport

Table 17: Details of Muavineen Day, Night in Trans. Sect						
Sr. No.	Place of Posting	Pak Based Muavineen		Local Muavineen		Total
		Day	Night	Day	Night	
1	Transport Section	3	-	2	1	6
2	Logistic Branch	1	-	2	1	5
3	Sector -1	3	-	9	9	21
4	Sector -2	2	-	8	8	18
5	Sector-3	4	-	10	9	23
6	Sector-4	2	-	7	7	16
7	Sector-5	2	-	6	5	13
8	Sector-6	3	-	9	9	21
9	Sector-7	3	-	5	5	13
10	Sector-8	3	-	5	4	12
11	Sector-9	3	-	8	8	19
12	Sector-10	3	-	7	7	17
13	Jamrat Drop Point	7	8	14	18	47
14	Mahbas Aljin Drop Point	4	3	3	7	17
15	Jabal Al Kaba Drop Point	2	2	4	6	14
16	Jarwal Drop Point	1	1	1	2	5
17	Kudai Drop Point	4	7	5	7	23
Total		50	21	105	113	289
Grand Total		71		218		

5.3. Key Responsibilities

The role of transport section involves the development of comprehensive transportation plans to facilitate smooth movement of pilgrims, which includes route planning, scheduling, vehicle inspection and allocation of buses to the sectors. It requires close coordination and continuous liaison with relevant representatives of Transport Company to ensure efficient execution of Salwat Transport plan. Additionally, the responsibility includes addressing transport related issues and emergencies such as vehicle breakdowns, delays or road accidents along with implementation of contingency measures according to situation. Ensuring the safety of pilgrims is paramount, which involves inspection of buses, facilities at drop points and effective management of crowd to maintain smooth transportation of Hujjaj and prevent congestion.

5.4. Implementation Strategy

The implementation of transport plan included development of the most efficient route mapping to ensure swift and economical transport service round the clock. To achieve the said objective, a detailed execution framework was prepared in consultation with relevant stakeholders to align with operational needs. The strategy included devising a comprehensive schedule tailored specifically for Salwat Operation and determining transport requirements based on the number of pilgrims. To enhance responsiveness, a dedicated 24/7 emergency response team was established along with clearly defined SOPs. A robust communication system was adopted for seamless coordination among Transport Muavineen, representatives of Salwat Transport Company and the Main Control Office, Makkah.

5.5. Operational Plan for Salwat Operation

The effectiveness and cost-efficiency of the transport system rely mainly on the development of a practical and feasible operational approach that aligns with the objectives of the Hajj Mission. While the logistical aspect of Salwat transportation was critical, equal emphasis was placed on understanding and addressing the behavioral needs of Pakistani Hujjaj. Given the complexity of these factors, formulating the transport plan for Hajj 2025 was a major

challenge. Nevertheless, Hajj operation plan 2025 was developed with due diligence and considering the specific needs and expectations of the Hujjaj. Effective deployment of all the logistical and human resources was integrated into the final plan.

a. **Field Survey of the Buildings and Finalizing Bus Stops**

A comprehensive physical survey of all buildings and designated drop points was carried out to finalize the locations of bus stops and develop an effective operational plan for Salwat Transport. The distances between bus stops and drop points were measured to accurately determine route lengths. Based on these measurements, transport loops were established to ensure a smooth and continuous cycle of movement. While choosing the bus stop locations, importance was given to the convenience of the Hujjaj, besides maintaining operational efficiency and cost-effectiveness. Accordingly, the following number of bus stops was established:

Table 28: Details of Transport operation and resources

Sector	No. of Buildings	No. of Hujjaj	No. of Allocated Buses	No. of Bus Stops
1	24	8611	36	06
2	21	8201	32	02
3	12	3847	24	02
4	25	9331	36	03
5	21	7964	32	03
6	10	14443	60	02
7	14	8195	34	03
8	22	11744	45	02
9	12	5436	24	02
10	16	10523	46	04
Total	177	88295	369	29

b. **Sector-Wise Scheduling/ Arrival of Hujjaj**

The next key step involved obtaining the arrival schedule of Hujjaj, organizing sector-wise and date-wise data to facilitate advance planning for bus requisition. Efficient coordination was established with the Building Cell to align the arrival of Hujjaj in various sectors with the opening of corresponding drop points. The initial priority was to coordinate with the transport company to secure permission and confirm the allocation of drop points designated for Pakistani Hujjaj for Haram transportation. Once this was achieved, the building and transport plans were carefully aligned and synchronized to ensure a seamless operation and to minimize any inconvenience to the Hujjaj

c. **Route/Drop Point Selection and Hujjaj Load Management**

The strategic selection of drop points across various sectors was a cornerstone in the formulation of the salwat Transportation Plan. Ensuring the safety and security of Pakistani pilgrims remained the highest priority, particularly during peak prayer times such as Juma and Isha, when overcrowding could pose serious challenges to efficient and secure transport operations.

In order to determine the most effective routing for clusters of residential buildings, a comprehensive assessment was conducted, taking into account several critical factors. These included peak and off-peak prayer timings, optimization of transport resources, route lengths, the number of traffic signals encountered, and overall traffic volume. Each of these variables played a pivotal role in finalizing a route plan that was both practical and balanced. The detail of drop points and sector-wise load distribution is appended below:

Table 29: Load of Hujjaj and No. of Buses on Drop Points

Drop Point	Sector	No. of Hujjaj	Load on Drop Point
Mahbas Aljin	1	8611	16812 Hujjaj 68 Buses
	2	8201	
Jamrat parking	4	9331	36967 Hujjaj 147 Buses
	5	7964	
	7	8195	
	8	11744	
Jabal Al Kaba	6	14443	14443 Hujjaj 68 Buses
Kudai	3	3847	17962 Hujjaj 86 Buses
	9	5436	
	10	8679	
Jarwal	Building-935	1844	1844 Hujjaj 08 Buses
Total		88295 Hujjaj	369 Buses

1. Transport Routes for Salwat Transport

During Hajj 2025, sector-wise transport routes were carefully planned to ensure timely and organized movement of Hujjaj to Masjid Al Haram. Pilgrims from Sectors 1 and 2 traveled via Azizia Al Janobia Road, Masjid Al Qatri Signal and Mahbas Aljin, then used the KSA Shuttle Service to reach Bab-e-Ali. Sector 4 followed a route through Azizia Al Shumalia, Kubri Malik Khalid, Malik Fahad Road and Signal Malik Faisal to Jamrat Parking, from where the shuttle transported them to Bab-e-Ali. Sectors 5, 7 and 8 took a similar path via Kubri Malik Abdullah, Signal Malik Faisal and Mina Road to Jamrat Parking, then proceeded to Bab-e-Ali via shuttle. Sector 6 pilgrims traveled through Azizia Al Shumalia, Al Taif Road and Tunnel Abdul Aziz to reach Jabal Al Kaaba, entering Masjid Al Haram through Bab-e-Abdullah. Sector 3 pilgrims moved from Haye Al Naseem via 4th Ring Road, Zat Al Natiqeen Road, and Jabal-e-Thawr Road to Kudai Drop Point, then passed through Kudai Tunnel to reach the Clock Tower Drop Point. Sectors 9 and 10, starting from Batha Quraish, used Zat Al Natiqeen Road and Jabal-e-Thawr Road to reach Kudai Drop Point and continued through Kudai Tunnel to the Clock Tower Drop Point. Sector B-935 (S-10) followed a route via Shara Mansoor, Tunnel Umer Bin Al Khitab, and Signal Al Ghazavi to reach Jarwal Drop Point, with final access to Masjid Al Haram through Bab-e-Abdullah.

2. Drop Points for Salwat Transport

a. Jamrat Drop Point:

The Jamarat Drop Point was the busiest and most critical hub for Pakistani pilgrims during Hajj 2025, handling 36,967 Hujjaj. Operational challenges arose due to frequent road blockages and difficulty in distinguishing Pakistani pilgrims in crowded conditions. Despite this, it remained the most feasible drop point due to its direct access and consistent shuttle routes. A robust clearance mechanism was implemented, including traffic diversion, human chains by Muavineen, and continuous public announcements during peak hours. Muavineen were strategically deployed for effective crowd control. Additional buses were stationed at entry and exit points to ensure rapid turnaround. Special arrangements were made for disabled and ailing pilgrims. Transport staff actively managed boarding and movement, achieving a record clearance time of just one hour. The operation was executed smoothly with no major incidents or complaints. On-site amenities such as shaded waiting areas, drinking water, and footwear were also provided for Hujjaj and Muavineen.

b. Mahbas Al Jin Drop Point:

The Mahbas Aljin Drop Point was allocated for the first time to facilitate the pick-up and drop-off of Hujjaj. This drop point was established by splitting a portion of Pedestrian Road (Tarek-e-Mashat). Only two pedestrian lanes were designated for this purpose. This location proved to be highly suitable for the 16,812 Hujjaj from Sectors 1 and 2 due to its close proximity to their accommodation, with an average distance of just 3 km. As a result, Salwat Operation at this point was mostly smooth. However, during the

Hajj approaching days, the local Police occasionally restricted bus access to the pedestrian road. Moreover, congestion occurred due to the presence of shuttle buses traveling between Jamrat and Haram.

c. Jarwal Drop Point:

This year, Jarwal parking was allocated as the drop point for Sector 10 (Building 935), serving 1,844 Hujjaj. This decision proved effective due to the site's close proximity to both Bab-e-Abdullah and the designated hotel building. Located approximately 10 km from the hotel, this Drop Point enabled smooth Salwat Operation. However, extra resources were deployed to make this drop point functional as compared to the proportionate allocation based on the number of Hujjaj.

d. Kudai-Clock Tower Drop Point:

The Kudai–Clock Tower Drop Point was designated for Hujjaj residing in Haye Al Nasim (Sector 3) and Batha Quraish (Sectors 9 and 10), which were closest to the drop point. Kudai acted as the Mid Drop Point, with Clock Tower as its Final Drop Point, served by a shuttle service. This Drop Point facilitated 17,869 Pakistani Hujjaj, with six dedicated bays. The site also accommodated pilgrims from other countries, increasing operational pressure. Despite its strategic location, the drop point faced structural bottlenecks at entry and exit points. A nearby U-turn further disrupted smooth traffic flow. These factors caused frequent congestion and delays in pilgrim movement. Nevertheless, the location remained operationally viable due to its proximity.

e. Jabal Al Kaaba:

The Jabal Al Kaaba Drop Point was allocated for pilgrims residing in buildings of Sector No. 6. The Salwat operation at this location proceeded smoothly and without any issue. Likewise Jarwal, this site also facilitated as a final drop point for transporting pilgrims from their accommodations to Masjid Al Haram. This drop point successfully handled a capacity of 14,443 Hujjaj. The operation was carried out efficiently as a whole. However, during the initial phase, entry was restricted due to ongoing construction at Abdullah Gate of Masjid Al Haram, requiring the use of an alternate route, which led to long travelling distance and time.

d. Special Arrangements for Jumma and Isha Prayers

Special arrangements were made for Jumma prayer to ensure the smooth transportation of Hujjaj between buildings and Masjid Al Haram. Since, a large number of Hujjaj prefer offering Jumma prayer at the Haram, additional Muavineen from all sectors were deployed at each drop point. Logistic support, including provision of drinking water and juices, was also arranged. An Ambulance was deployed at each drop point to respond to any medical emergency. Deployment plans for Jumma and Isha prayers are attached as (*Annex-8*) and (*Annex-9*) respectively.

5.6. Operational Plan for Inter-City Operation

The Inter-City Transport system is designed to facilitate the movement of Hujjaj between their accommodations and the cities of Makkah, Madinah, or Jeddah Airport during the Hajj season. This transport operation was monitored and scheduled by the Departure Cell, Makkah, in coordination with the relevant Makatib. The inter-city movement was executed in two phases. Pre-Hajj and Post-Hajj. During the Pre-Hajj phase (7th to 30th May 2025), 980 buses transported a total of 39,287 pilgrims from Madinah to Makkah. Additionally, from 14th to 31st May 2025, 1,229 buses facilitated the transfer of 48,943 pilgrims from Jeddah to Makkah, aligned with 180 arriving flights. The Post-Hajj phase commenced on 10th June 2025, during which 24,717 pilgrims were transported from Makkah to Jeddah and 16,526 pilgrims from Makkah to Madinah via 617 and 385 buses respectively.

5.7. Operational Plan for Mashair Operation

A total of 88,295 Hujjaj were successfully transported from all sectors to Mina before Zuhr on 8th Zhul Hijjah, 1446 AH. The subsequent phases of movement i.e. Mina to Arafat, Arafat to Muzdalifah, and Muzdalifah back to Mina was carried out through two transportation modes i.e. Rad and Taradudiya. The Rad Operation, executed with 526 buses,

facilitated transfer of 25,710 pilgrims, while 62,585 pilgrims were transported via the Mashair Train under the Taradudiya Operation. Each phase of the movement was executed smoothly and in accordance with the Hajj schedule. Moreover, movement within the Jamarat complex was orderly, supported by clear guidance. Pilgrims returned to their Mina tents and subsequently to their accommodation buildings without delay or logistical issues. Throughout the operation, a high level of coordination among transport teams was ensured including Assistant Coordinators Makkah (ACsM), area Incharges and Maktab management. No safety incident or medical emergency was reported. The feedback from Hujjaj on Mashair Movement reflected their high level of satisfaction.

5.8. Closure of Transport and Subsequent Re-Opening after Hajj

As part of the Pre-Hajj movement protocol, all transport resources designated for the Salwat Operation are halted by the KSA authorities annually on the 5th of Zil-Hajj. In accordance with this regulation, Salwat transport services to Masjid Al Haram were discontinued on 31st May 2025 (4th Zil-Hajj 1446) following the Fajar prayer. To ensure a smooth transition and prevent any inconvenience, comprehensive communication was carried out across all sectors. Notices were prominently displayed in all residential buildings and regular announcements were made to keep the Hujjaj informed about the transport suspension. This proactive approach significantly reduced complaints regarding the unavailability of transport. Additionally, Hujjaj were encouraged to begin preparation of the upcoming Hajj movement. Bus reception began on the night of 9th June 2025 after the Isha prayer and the entire fleet was successfully restored to full operational status before Fajar on 10th June 2025 (14th Zil-Hajj). The resumption of transport services posed a considerable challenge. While some drop points became operational, others remained restricted. However, all Drop points were made operational at the time of Asar Prayer.

5.9. Logistics Support and Assistance Extended to Hujjaj

The Logistics Cell of the Transport Section played a vital role in ensuring the smooth execution of transport operation. It provided essential support not only to the on-duty field Muavineen but also to Pakistani Hujjaj at various drop points. This support included the provision of drinking water, temporary sheds, chappals, juices, and other refreshments. During the Salwat Operation 2025, a total of 12,000 Saudi Riyals (SR) were spent on welfare and facilitation measures for the Hujjaj.

5.10. Complaint Redressal Mechanism of Transport

As the focus of the whole Hajj Mission was to serve and facilitate 'Zayoof-Ur-Rehman', therefore without a proper complaint redressal mechanism, the objective cannot be achieved. Therefore, an effective complaint redressal system was devised to swiftly redress the complaints of Hujjaj. During Hajj Mission 2025, a total of 783 complaints were received on Hajj Management System. All the online valid complaints were resolved. A WhatsApp group of transport staff was created to immediately address the complaints of the Hujjaj. Resultantly, not a single complaint got escalated to the top level. One major complaint of Hujjaj was the distance of bus stop from the buildings. Hujjaj were unwilling to walk for even 50 meters from their buildings. However, the issue was resolved even with the meager resources and in most of the cases, the Hujjaj were picked/dropped in front of their buildings. Similarly, it was challenging to convince the Hujjaj that they should stay for some time in the haram after Isha and Juma prayer so that they may avoid waiting and rush at the drop point. However, with the continuous awareness campaigns, the objective was achieved to a great extent. In addition to the above, the transport team also continued the campaign for education of the Hujjaj on transport related matters. As a result of these efforts, a significant decrease in number of complaints were observed as compared to the last year. A comparative analysis of the number of complaints registered in current year and the preceding year is as under:

Table 30: Comparison of 2024 & 2025 Complaints in Transport

No. of Complaints During Hajj Season 2024	No. of Complaints During Hajj Season 2025	Difference	Decrease (%)
1206	783	423	35%

5.11. Progress & Achievements

In alignment with its commitment with the head of Makkah operations and to enhance service delivery for the Hujjaj, the Transport Section introduced several initiatives during Hajj Mission 2025. These measures were designed to adapt evolving facilitation mechanisms, changed buildings, drop point locations, and the transportation policies of the Saudi Government. The following initiatives were implemented this year:

a. Huge Savings in the Salwat Transport Bills

The Coordinator Makkah and his transport team achieved *substantial cost savings of SAR 632,155 in transportation expenditures* through efficient management of the short Hajj package bus operations. By optimizing bus deployment schedules and ensuring timely return of vehicles after use, the Mission significantly reduced costs against the original contract value. These savings demonstrate effective financial oversight and operational efficiency in transport management during Hajj 2025.

b. Direct Pickup and Drop-off at Individual Buildings:

Unlike in previous years, the transport routes for Hajj-2025 were strategically designed to enable the pickup and drop-off of a large number of Hujjaj directly at the entrances of their respective buildings, rather than at centralized drop points. This significantly reduced the walking distance for pilgrims, greatly benefiting elderly and female Hujjaj and enhancing overall satisfaction.

c. Introduction of New Drop Points with Reduced Travel Distance:

To further minimize travel time and walking distance, new drop points were introduced, including Mahbas Al Jin on Tareek Mashaat (Pedestrian Road), located less than 3.0 kilometers from the residential buildings. This drop point served Hujjaj in Sectors 01 and 02 and was widely appreciated for its proximity to Al-Haram. Similarly, Jabal Al Kabbah was established as a convenient single-travel drop point for Sector 06, offering a more efficient alternative to Jamarat and Kudai drop points, which required two bus transfers.

d. Enhanced Coordination Between Transport team, Accommodation Staff and Hujjaj:

A key initiative this year was the establishment of effective coordination between the Transport Section, the Sector Offices and Hujjaj. A dedicated WhatsApp group was created for transport, building staff and Hujjaj of the relevant building, enabling efficient flow of important information between transport staff, building staff and Hujjaj. As a result, the load at drop points was controlled to a significant extent, particularly during peak prayer times such as Jummah and Isha. This facilitated smoother operations and reduced congestion at drop points as well as improved the satisfaction level of Hujjaj.

e. Comprehensive Route Orientation for Local and Pakistan-Based Muavineen:

All Muavineen assigned to drop points were provided with detailed orientation on the transport routes servicing all the connected sectors. This enabled flexible deployment of Muavineen and buses across routes in case of vehicle shortages. Consequently, alternate buses could be dispatched promptly, with accompanying Muavineen familiar with the new routes, ensuring optimal utilization of available transport resources.

5.12. Issues and Challenges

Although operation relating to transportation of hujjaj remained quite smooth both in terms of efficiency and effectiveness, yet various problems/issues require proper attention of the relevant authorities, a few of which are being highlighted herein below:

a. General Issues:

- (i). **Hujjaj to Buses Allocation Ratio:** The buses were allocated at a ratio of 250 Hujjaj per Bus. Practically this ratio seems irrational, as bus can carry only 60-65 Hujjaj if packed fully. However, during the peak hours of Juma and Isha almost 200 plus Hujjaj arrive in front of each bus at a time. This situation creates shortage of buses and ultimately Hujjaj have to wait for a

long duration and under the sun. Therefore, it is proposed that this ratio may be revised to 150 Hujjaj per Bus.

- (ii). **Additional Resources:** The Salwat transport company provides some additional buses as per agreement for Juma operation. However, these buses are very less as compared to the actual requirement. Therefore, the number of additional buses may be enhanced to 15 % of the authorized buses, keeping in view the need at each drop point. Similarly, the additional buses may also be provided during the Isha operation.
- (iii). **Boarding and lodging of the bus Drivers:** The boarding and lodging facilities for the bus drivers remained a root problem for many of the transport issues. If the drivers are not provided food and residence facilities in the nearby buildings, they waste a lot of time for shift change and taking meals. Resultantly, the buses remained stopped in front of the building and Hujjaj have to wait for the buses to move. It will be appropriate if the drivers are provided with boarding and lodging facilities in the nearby buildings.
- (iv). **Language Barrier:** Since the drivers of the buses cannot speak any other language other than Arabic, it always remains a challenge for Muavineen as well as for Hujjaj to effectively communicate with the drivers. Accordingly, the language barrier creates many problems.
- (v). **Fueling and Mechanical Issues:** There are no adequate fueling stations or mobile workshops available for addressing mechanical issues in the buses used for the Salwat Operation. The company provided only one mobile workshop and one fueling point, which proved insufficient to support the fleet particularly during peak periods of the operation
- (vi). **Improper CCTV Recording and Bus Tracking System:** Although, The CCTV cameras are installed in the buses, but either these are not functional or have no recording backup. Likewise, a large number of buses are not registered with the tracking system provided by the company.
- (vii). **Prolonged Journey of Intercity Transport:** The journey of intercity, i.e. Medina to Makkah, Jeddah to Makkah and vice versa, is prolonged due to unawareness/lack of orientation of route to Egyptian drivers.
- (viii). **Provision of Official Vehicles without Route Permit (Tasreeh):** The official vehicles allotted to the different functionaries of the Transport section are usually without a permit (Tasreeh) so these vehicles cannot travel freely inside Makkah during the pre-hajj phase.
- (ix). **Issue of Emergency Vehicles at Drop Points:** No ambulances or other emergency vehicles are provided at drop points to deal an emergency.
- (x). **Training of Haram Guides:** Since the haram guides play a crucial role for guidance of the Hujjaj, they must be well aware of the premises and routes to the haram. It has been observed that in most of the cases the Muavineen deputed as haram guide possess a very little knowledge about the haram routes and the relevant drop points / bus locations. It is very essential that these guides must be fully trained to guide Hujjaj and to deal with any emergency in the area.

b. Building Related Issues:

- (i). **Scattered Buildings in Sectors:** The buildings located in Sectors 1, 2, 3, 5, 8 and 9 were spread over a wide proximity which caused deployment of additional resources as compared to the usual course.
- (ii). **Buildings located at high altitude:** Some buildings of sectors 1, 2, 8 and 9 were located at high altitude. It was very difficult for buses and Hujjaj (importantly those having special needs) to reach the buildings located at such high altitude.
- (iii). **Narrow Internal Roads in the Sectors:** Few buildings in sector 2 were situated on narrow routes, causing problem for Buses during the turning. Thus, some coasters were deputed to resolve the issue. Although the instant issue was resolved but the Hujjaj have faced another issue of changing of bus thrice in each travel.

- (iv). **Parking Issues:** A number of buildings in sectors 1, 2, and 4 were having limited parking space. Therefore, it was very difficult to park large number of buses in front of these buildings. Resultantly these buses had to be parked at distant locations
- c. **Drop Point Related Issues:**
 - (i). **Small Parking Place for Buses:** The Jamrat and Jabal Al Kaaba drop points had very little parking area, which could accommodated only few buses. Accordingly, a large number of buses had to be parked either alongside the roads or in the sectors. This caused delay in the circle time of the buses, resultantantly, the Hujjaj had to wait for a long interval.
 - (ii). **Kudai Parking Area:** There had been an issue of entry and exit at Kudai drop point. The small space caused blockage of buses at exit and entry points. Besides, the number of lanes allocated were less as compared to the capacity of Hujjaj.
 - (iii). **Lack of Shed, Sitting Area and other facilities at Drop Points:** At all the drop points, no proper shed and sitting facility was provided for Hujjaj and on duty Muavineen. Moreover, no drinking water and washrooms facility was provided on all the drop points

5.13. Recommendations

Keeping in view the observations made by the transport team during the Salwat Operation for the year 2025, the following recommendations are suggested for further improvement:

a. General Recommendations:

- (i). **Hujjaj to Buses Allocation Ratio:** The buses should be allocated at the ratio of 150 Hujjaj per bus.
- (ii). **Additional Resources:** For Friday and Isha prayers, additional resources may be provided at the rate of 15% of the authorized buses with proportionate distribution of the same at all drop points.
- (iii). **Boarding and Lodging of the Drivers:** The Company may compulsorily provide the boarding and lodging facility to the drivers near every designated bus stop.
- (iv). **Hiring of Pakistani Drivers:** The Company may be directed to hire Pakistani/Urdu speaking drivers for the Salwat Operation so that the communication gap/language barrier can be overcome.
- (v). **Provision of Mobile Workshop and Refueling Units:** The transport company may provide a proper mobile workshop for onsite repair of the buses and refueling units in each sector.
- (vi). **CCTV Recording and Tracking System:** The transport company may be directed to install proper backup with the CCTV cameras so as to recover the recording as and when needed. Moreover, all the authorized buses must be registered with the tracking system and access to the same may be provided to each assistant coordinator transport and drop point in-charges.
- (vii). **Recruitment of Local Muavineen:** The Local Muavineen may be recruited before the onset of the Hajj season and transferred to the concerned section as per demand.
- (viii). **Training of Haram Guides:** The deployed Haram Guides may be properly oriented to the Haram vicinity and have the necessary knowledge and skills to guide the Hujjaj.
- (ix). **Early Arrival of Pakistan-Based Muavineen:** The transport team may depart for Makkah from Pakistan early to conduct a proper field survey and prepare/finalize the operational plan. Furthermore, the number of repeaters/experienced Muavineen for transport should be maximized.
- (x). **Extensive training of Hujjaj:** The Hujjaj may be trained from an administrative perspective throughout Pakistan immediately after the finalization of the Hajj draw. Furthermore, the group leaders of Hujjaj may be given orientation of Mina prior to onset of Mashair days to prevent pilgrims from going astray. This was done during the current year; however, it should be further streamlined in future.

- (xi). **Arrival of Hujjaj:** The sequential or sector-wise arrival and departure of Hujjaj should be planned in advance to allow for predefined sector opening and closing schedules. This approach would help to optimize the use of resources, including manpower and transport vehicles.
- (xii). **Residence and Deployment of additional Drivers:** The transportation company may pay for the residence and food for drivers to avoid any inconvenience of shifting drivers from one building to the other. In addition to above, the company may also deploy additional drivers in each sector so that the drivers may be replaced immediately in case of medical/behavioral issues of the drivers.

b. **Recommendations related to Buildings:**

- (i). **Cluster of Buildings:** Clusters of buildings may be selected for Sectors, and scattered buildings and buildings on high altitudes may be discouraged for the sake of operational ease. The parking space for buses may also be taken into account when selecting buildings. Isolated and low-capacity buildings may not be hired for smooth Hajj Operation.
- (ii). **Bus Stop of Buildings:** In front of each building/cluster of buildings, there may be a bus stop with a proper shed and sitting area.
- (iii). **Living and Food Facility for Muavineen in Transport Section:** The living and food facilities for Muavineen in the transport section may be arranged near bus stops so that they may be available all the time for transport duty.

c. **Recommendations related to Drop Points:**

- (i). **Parking of Vehicles at Jabal Al Kaaba:** At Jabal Al Kaaba drop point; there is a need to register an agreement about adequate provision of area for parking of buses related to Pakistani Hujjaj.
- (ii). **Kudai Parking Area:** The number of lanes allocated to Pakistan should be equal to the bus stops of relevant sectors.
- (iii). **Masqoota-Ajyad Drop Point Exclusively for Pakistan:** The Masqoota-Ajyad drop point has vast parking area and the route from Azizia to this drop point usually faces no traffic jam. This Drop point is considered as the heart of the Salwat Operation for Pakistani Hujjaj. Considering the cumulative experience of preceding years, this Drop Point plays a crucial role in handling Pakistani Hujjaj. Therefore, it is strongly recommended that the Masqoota-Ajyad Drop Point be regularly managed exclusively for Pakistan.
- (iv). **Installation of Tent Shed, Sitting Area, and Other Facilities at Drop Points:** Fixed tent sheds may be installed at all drop points, with a sitting area, drinking water and washrooms to facilitate the Hujjaj and Muavineen.



MAKATIB COORDINATION

SECTION 6: MAKATIB COORDINATION

6.1. Overview

Effective coordination is the linchpin for successful implementation of any operation. However, it attains utmost importance for conducting a successful Hajj Operation. The operation represents a monumental logistical undertaking, demanding meticulous planning, seamless coordination, and robust on-ground execution. Within this complex operational framework, the Makatib Coordination Section of the Pakistan Hajj Mission served as the frontline facilitator for over 88,000 Pakistani Hujjaj. The Section was responsible for coordination with all the Makatib to ensure effective implementation of the Coordinator Makkah Mashair Management Strategy 2025. The Section ensured timely delivery of Nusuk Cards, Train Tickets, Khaima Bands, and supervision and coordination for logistical, food and accommodation services during the Mashair.

Pakistan Hajj Mission ensured effective service delivery to its Hujjaj through Al-Rajhi Commercial Support Services Company (Tawafa Company). There were 34 hospitality teams (Makatib) within the tawafa company which provided logistics, accommodation and food services during the Mashair. The Makatib Coordination Section ensured that all such pre-agreed services are provided effectively and efficiently during the Hajj Operation. This included all activities of Makatib from arrival of Hujjaj, their Hajj experience and to the departure for Pakistan.

6.2. Operational Structure

The Makatib Coordination Section operated within a clear hierarchical framework, with its central command center located in the MCO. The Section comprised 34 Assistant Coordinators Makatib (ACMs), each specifically assigned to a Maktab (ranging from 101-134) on the Saudi service provider side. The Section was supervised by a Deputy Coordinator Makatib, who was supported by 34 Assistant Coordinators Maktab (ACMs) and 2 Duty Officers. The ACMs were assisting the sectors in their coordination with the respective Makatib, therefore, were attached with the relevant sectors for administrative and logistical support.



Figure 26: Operational Structure of Makatib Coordination Section

Makatib-wise distribution of Hujjaj:

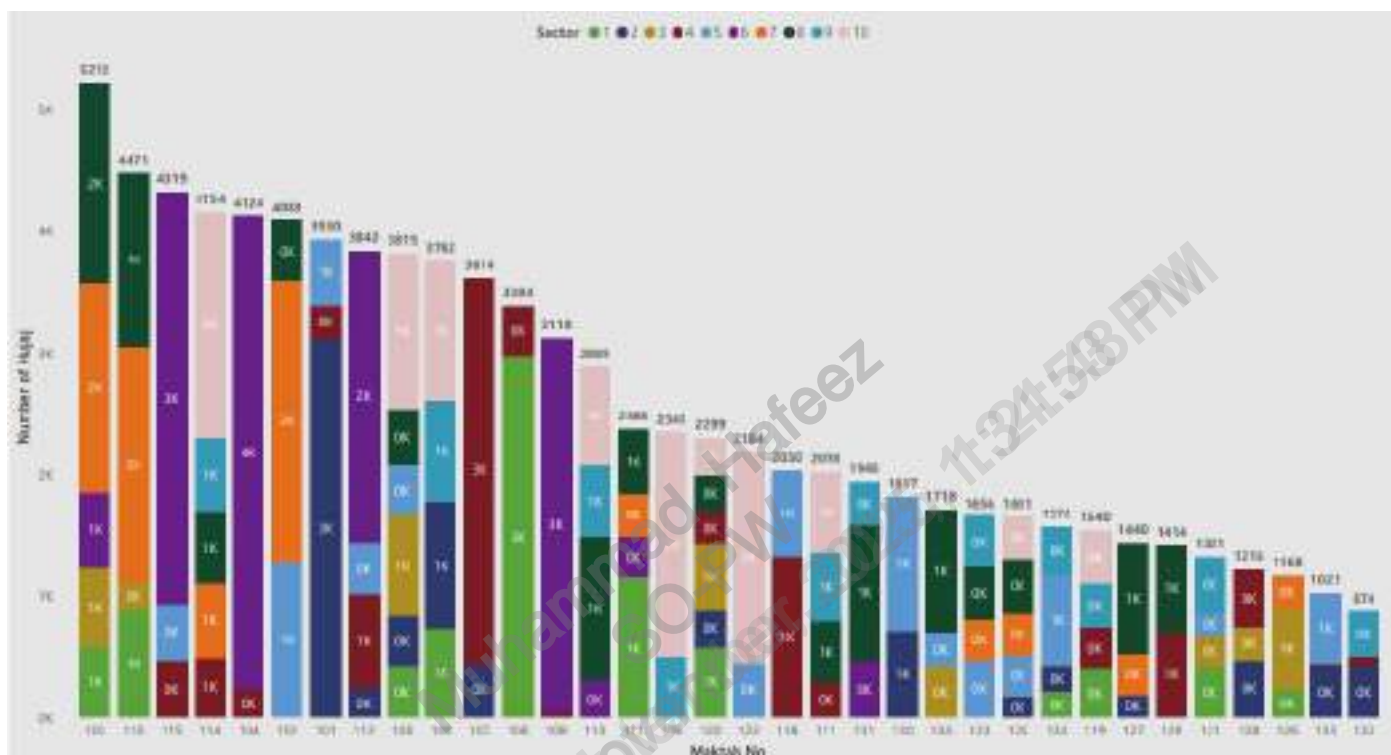


Figure 27: Makatib-Wise Distribution of Hujjaj

6.3. Key Responsibilities

The Section's primary mandate was to establish and maintain strong working relationship with Makatibs, ensuring effective service delivery to the Hujjaj during the Hajj Operation. This encompasses coordination with the Makatib in respect of complete Hajj Journey of the hujjaj with special focus on the services delivered during the Mashair days. Its core responsibilities included:

a. Coordination regarding Arrival of Hujjaj

- Organize welcoming receptions through the Tawafa Company and distribute gifts to pilgrims.
- Monitor induction processes and assist Makatib teams in distributing Maktab identity wristbands upon pilgrims' arrival.

b. Coordination for Nusuk Cards Distribution

- Ensure distribution and activation of Nusuk Cards upon pilgrim arrival.
- Report deficiencies and facilitate re-issuance of lost Nusuk Cards.
- Manage coordination for the timely delivery of pending or replacement Nusuk Cards.

c. Processing Maktab Change Requests

- Handle requests for Maktab changes due to split families or mis-assignment.
- Coordinate meticulously with Saudi partners for Maktab change cases.

d. Train Tickets & Wrist Bands Distribution

- Maintain close liaison with Makatibs for timely issuance and distribution of Mashair Train Bands.
- Monitor induction processes and assist Makatib teams in distributing Maktab identity wristbands upon pilgrims' arrival.

e. **Ensuring Readiness of Mashair Camps**

- Conduct visits to Makatib camps to assess preparation pace, highlight areas for improvement, and perform bed counting exercises.
- Coordinate extensively with service providers to ensure the provision of enhanced facilities in Mina and Arafat (e.g., air conditioning, sofa-cum-beds).
- Proactively monitor overall service quality, promptly address pilgrim complaints, and resolve issues related to hygiene, food standards, and tent arrangements at Mashair.
- Bed Counting Exercise: Perform critical bed counting exercises during visits to Makatib camps in Mina and Arafat to ensure adequate capacity.

f. **Coordination for Mina Move**

- Play a vital role in developing and implementing a comprehensive transportation strategy for the Mina move.
- Ensure safe and timely transfer of pilgrims from their buildings to Mina.
- Ensure ACMs work alongside Nazims for complete pilgrim evacuation during the Mina move.

g. **Coordination During Mashair Movement**

- Oversee the execution of a robust transport strategy, guaranteeing the safe and timely transfer of pilgrims to and from Mina, Arafat, and Muzdalifah.
- Deploy Mashair Teams led by Assistant Coordinator Maktab in each camp to ensure effective coordination with camp management and senior Maktab management, serving as the "ears and eyes" of the Coordinator Makkah.

h. **Departure Coordination to Ensure Readiness of Passports and Buses by Tawafa**

- Engage in robust contingency planning, specifically collaborating with the Departure Cell, to ensure timely departure of all pilgrims.
- Coordinate with the Makatib for timely delivery of passports and arrangements of transport (buses).

6.4. Implementation Strategy

The effectiveness of the Makatib Coordination Section largely depended on the comprehensive preparedness and strategic deployment of its workforce.

a. **Training in Pakistan:**

A general training was conducted in Pakistan where all the participants were introduced to the Hajj Operation and upcoming challenges. However, a specialized training for the ACMs could not be conducted in Pakistan due to paucity of time and inadequate information about the arrangements of the Makatib.

b. **Coordination Sessions and On-Job-Training:**

The Hajj Mission conducted internal trainings and facilitated meetings with Al-Rajhi Company. These sessions were designed to educate ACMs on troubleshooting common issues, finding solutions in challenging environments, and staying informed about developing situations and upcoming challenges. This allowed ACMs to effectively convey reservations and proposals for improvement directly to the service provider.

c. **Deployment of ACMs:**

The 34 ACMs were deployed by assigning each to specific Maktab. This direct assignment ensured their immediate presence on the front lines, fostering crucial direct oversight and close working relationships with Makatib Managers and Deputy Managers. They were deployed as Team Lead for the Hujjaj of their respective Maktab during Mashair. Their deployment was key to facilitating the delivery of essential services and effectively managing complex logistical and pilgrim-related challenges. The average population per Maktab was about 3,000, ranging from 874 in Maktab 132 to 5,208 in Maktab 102. However, it is worth mentioning

that each sector contained various Makatib and each Maktab contained the hujjaj of various sectors. Distribution of the hujjaj of a sector into various Maktab and vise-versa is given below:

Table 31: Deployment of ACMs

Maktab\ Sector	1	2	3	4	5	6	7	8	9	10	Total
101		3,109		283	536						3,928
102	588		648			613	1,722	1,637			5,208
103					1,287		2,316	496			4,099
104				233		3,891					4,124
105	423	414	823		412			466		1,275	3,813
106	2,953			406	19						3,378
107		459		3,152							3,611
108				55		3,064					3,119
109	730	1,043							830	1,157	3,760
110	887		221				1,942	1,417			4,467
111				290				503	567	657	2,017
112		242		775	423	2,401					3,841
113						310		1,174	588	809	2,881
114				500			598	596	609	1,852	4,155
115				472	505	3,381					4,358
116									501	1,843	2,344
117	1,151					334	359	524			2,368
118				1,330	698						2,028
119	403			337					360	438	1,538
120	582	299	546	265				304		301	2,297
121	426		251		182				460		1,319
122					457					1,725	2,182
123					478		324	437	417		1,656
124	213	211			752				395		1,571
125		175			341		341	454		341	1,652
126	227		677				262				1,166
127		189					339	912			1,440
128		479	260	477							1,216
129				705				709			1,414
130		715			1,100						1,815
131						472		1,117	352		1,941
132		424		77					373		874
133		427		14	579						1,020
134			423		280			1,015			1,718
Grand Total	8,583	8,186	3,849	9,371	8,049	14,466	8,203	11,761	5,452	10,398	88,318

This complicated structure did cause some challenges for the ACMs and Sector Coordinators which were handled through the office of Deputy Coordinator Makatib. However, such a situation could have been avoided if the maktab and building allocation was done keeping the operational needs of the Mission in view.

d. **Deployment during Mashair:**

The ACMs were deployed as a team leader of their respective camps in the Mashair. Mashair Teams were deployed in each camp to ensure effective coordination with the camp management and senior management of the Maktab. This also served as the ears and eyes of the Pakistan Hajj Mission in each camp. Each team in a camp was led by Assistant Coordinator of that Maktab and included Nazimeen of the Hujjaj living in the camp. This was an outstanding example of greater coordination and team work within the Hajj Mission as well. The Mashair teams included personnel from Muavineen and Seasonal Duty Staff (both known as Nazimeen during Mashair) and Medical Mission. The Nazimeen were trained and deployed by Operation Section of the mission whereas Assistant Coordinator Makatib reported to the Makatib Coordination Section. Both the Sections worked closely to ensure safe and comfortable spiritual experience for the Hujjaj.

- e. **Deployment after Mashair:** The ACMs were deployed as one-man-army in Pre-Mashair which converted to a team leader during the Mashair. However, in order to avoid logistical challenges, they were attached with the sectors during Post-Mashair operation. One ACM was deployed at each sector and the rest of the ACMs were attached with the sectors on various duties. This had its own challenges, especially with respect to the need for establishing a fresh coordination with multiple Makatib. Makatib also complained that it had become difficult for them to coordinate with new and multiple ACMs as buildings of each Maktab were in different sectors.

6.5. **Progress & Achievements**

The Makatib Coordination Section played a pivotal role in ensuring a seamless and spiritually enriching Hajj experience for Pakistani Hujjaj during Hajj 2025. Their comprehensive efforts across various service areas led to significant achievements in pilgrim comfort, safety, and operational efficiency.

a. **Implementation of Mashair Management Strategy:**

The Section successfully implemented the carefully crafted Mashair Management Strategy of Coordinator Makkah by deploying dedicated 34 Mashair Teams, consisting of 480 Nazimeen and led by Assistant Coordinators Maktab, in each camp / Maktab. These teams, comprising Muavineen, Seasonal Duty Staff (Nazimeen), and Medical Mission personnel, acted as the primary interface between the Pakistan Hajj Mission and camp management, ensuring effective coordination and serving as the "ears and eyes" on the ground. Through greater coordination the teams ensured that all Hujjaj are timely informed about their Hajj rituals, served with quality food on time, and ensured that every complaint is taken up within minimum possible time. These teams were also a bridge between the camp management and the Hujjaj, leading to efficient complaint resolutions. This demonstrated outstanding coordination and teamwork within the Hajj Mission.

b. **Coordination for Distribution of 100% Nusuk Cards before Mashair:**

The Section achieved 100% Nusuk Card distribution by ensuring prompt and accurate distribution and activation of Nusuk Cards upon pilgrim arrival. They also efficiently managed the coordination for timely delivery of pending or replacement cards, significantly aiding in streamlined identification and pilgrim guidance. The pending cards were pursued with the tawafa company on real time basis which led to their distribution before the Mashair.

c. **Distribution of Train Tickets and Wrist Bands:**

The Makatib Coordination Section successfully facilitated the distribution of Maktab identity wristbands, which were essential for pilgrim identification and access within their assigned areas. Furthermore, they played a vital role in optimizing the utilization of the Mashair train service for approximately 73% of pilgrims by ensuring timely delivery of train tickets.

d. **Ensuring Adequate Arrangements in Mashair Camps:**

Through regular visits and meticulous inspections of Makatib camps in Mina and Arafat, the Section ensured adequate arrangements. This included assessing preparation levels, identifying areas for improvement, and

performing critical bed counting exercises to guarantee sufficient capacity. They also coordinated extensively with service providers to secure the provision of enhanced facilities such as air conditioning, comfortable sofa-beds, and privacy partitions in tents, significantly improving pilgrim comfort during intense heat.

e. Monitoring of Food Arrangements in Mashair:

The Section closely coordinated to ensure the provision of three quality meals daily throughout the Mashair period. This involved meticulous planning and swift coordination to prevent delays in food delivery, ensuring pilgrims received adequate nutrition and hydration and leading to high pilgrim satisfaction.

f. Mina-Move Transportation Plan:

A robust and comprehensive transportation strategy for the "Mina Move" was successfully developed and executed. The Section played a vital role in deploying a large fleet of 1,140 air-conditioned buses for critical movements, alongside optimizing Mashair train utilization. This strategy minimized congestion, reduced transit times, and ensured smooth passage between holy sites for pilgrims.

g. Complaint Resolution relating to Makatib:

The Makatib Coordination Section proactively monitored overall service quality and effectively addressed pilgrim complaints. They promptly took up the complaints with the Makatib concerned and resolved issues related to hygiene, food standards, and tent arrangements during Mashair, demonstrating a commitment to pilgrim welfare. Additionally, they efficiently managed and coordinated requests for Maktab changes arising from split families or mis-assignments.

h. Coordination with Makatib in Early Departure Cases:

The Section remained engaged in robust collaboration with the Jeddah/Madina Departure Cell and Early Departure Desk to ensure timely departure of all pilgrims, including those with early departure requests. This involved close coordination with Makatib and other relevant entities for the issuance of approval letters and passports.

Table 32: Key Services and Impact of Makatib Coordination Section

Service Area	Key Actions by Makatib Coordination Section	Measurable Impact/Pilgrim Reception
Nusuk Cards Distribution	Prompt distribution to all pilgrims upon arrival; greater coordination for delivery of pending and lost cards	100% card distribution rate; streamlined identification and guidance; reduced lost pilgrims
Train Tickets & Transport	Optimized Mashair train usage (73%); deployment of 1,140 AC buses for "Mina Move" in a phased manner	Efficient movement; minimized congestion and travel time; smooth transit to Mashair
Transport to/from Mashair	Comprehensive transport strategy	Smooth and timely movement between holy sites; prevention of overcrowding
Accommodation (Mina & Arafat)	Enhanced coordination with Al-Rajhi for upgraded tents; provision of AC, sofa-beds, partitions and other facilities	Improved comfort during intense heat; better pilgrim experience in holy sites
Food (Mina & Arafat)	Coordination for ensuring three-time quality meals in a timely manner. Ensuing swift coordination to avoid any delays in food delivery	Adequate nutrition and hydration; culturally sensitive meals; high pilgrim satisfaction
Emergency Early Departures	Coordination with Makatib, Departure Cell and Early Departure Desk	Timely departure of early moving Hujjaj was a consequence of close coordination with OPAP for issuance of approval letter and issuance of passports from Makatib

6.6. Complaint Redressal Mechanism of Makatib Coordination

Effective complaint handling, particularly through strong coordination with Makatib, was crucial for a smooth Hajj experience. This involved proactive measures, continuous follow-up, and escalation to higher management when necessary.

a. **Issues in Distribution of Nusuk Cards:**

A dedicated Google Sheet was maintained to collect data on all pilgrims who had not received or had lost their Nusuk cards. This information was promptly shared with Al-Rajhi's top management and each Maktab to facilitate card issuance. Assistant Coordinators Makatib (ACMs) diligently followed up with their respective Makatib to expedite pendency clearance and reissuance. Numerous coordination meetings with Makatib and Al-Rajhi management were held to streamline the entire process. This concerted effort resulted in 100% distribution of Nusuk cards to pilgrims before the Mashair.

b. **Maktab Changes for Split Families:**

Families sometimes found themselves assigned to different Makatib by the Ministry of Religious Affairs (MORA) and the Hajj Directorate, which could have led to significant issues during Mashair. Data on such cases was collected from the field and immediately shared with Al-Rajhi for Maktab changes. Continuous follow-up ensured that the Maktab of every affected family was changed before their movement to Mashair, preventing potential logistical nightmares.

c. **Insufficient Bed Issues:**

To address potential bed shortages, a thorough bed counting exercise was conducted three times. Through persistent persuasion and effective coordination with Al-Rajhi Company, alternative space for approximately 6,000 pilgrims was secured and prepared. The detailed checklists, prepared under the guidance of the coordinator Makkah, for inspection and correspondence with the Al-Rajhi company is attached as (*Annex-10*)

d. **Space Issues During Mashair:**

Complaints regarding insufficient space during Mashair arose due to pilgrims occupying multiple sofa-beds and general space constraints in some camps. In all such instances, the Deputy Coordinator Makatib, along with the Deputy Coordinator Operations and Deputy Coordinator Monitoring, personally visited the camps. They would adjust pilgrims to vacant beds that were being double-occupied. If adjustment wasn't possible, the issue was escalated to Al-Rajhi's higher management, and pilgrims were shifted to alternative spaces.

e. **Complaints about Food During Mashair:**

All food-related complaints were promptly taken up with the relevant Moalim (pilgrim guide). These issues, whether concerning quantity or timing, were resolved within the shortest possible time, typically not exceeding two hours from the time of complaint. Cases involving non-cooperative Moalims were escalated to the senior management of Al-Rajhi, who then resolved the matter.

f. **Delays in Bus Arrival for Mina Move:**

A 24/7 control room, headed by the Deputy Coordinator Makatib, was established in the Main control Office (MCO) to handle complaints about delayed bus arrivals for the move to Mina. Complaints received from the field were immediately addressed with the concerned Moalim, who expedited the process. However, the dependence of Makatib on NAQABA and the Saudi Authorities sometimes slowed down the process in certain cases.

g. **Delayed Buses and Passport Delivery for Departures of Hujjaj:**

Complaints regarding delayed buses and passport delivery for pilgrim departures were initially forwarded by the ACMs to the Maktab Moalim. If unresolved within two hours, the matter was escalated

to senior management. To streamline this critical process, coordination meetings were held with all Makatib, which significantly reduced the number of complaints.

6.7. Performance Appraisal of Makatib

A two-pronged approach was adopted to assess the performance of Makatib. Firstly, data was collected from Assistant Coordinator Maktab, Area-Incharges and Nazimeen. Secondly, issues are listed on the basis of the feedback obtained from ACMs, Nazimeen and empirical evidence by the Makatib Coordination Section.

Data Collection Methodology:

The respondents rated each service indicator given in the survey as Excellent, Very Good, Good, Satisfactory or Poor. The chart below shows the number of respondents per camp.

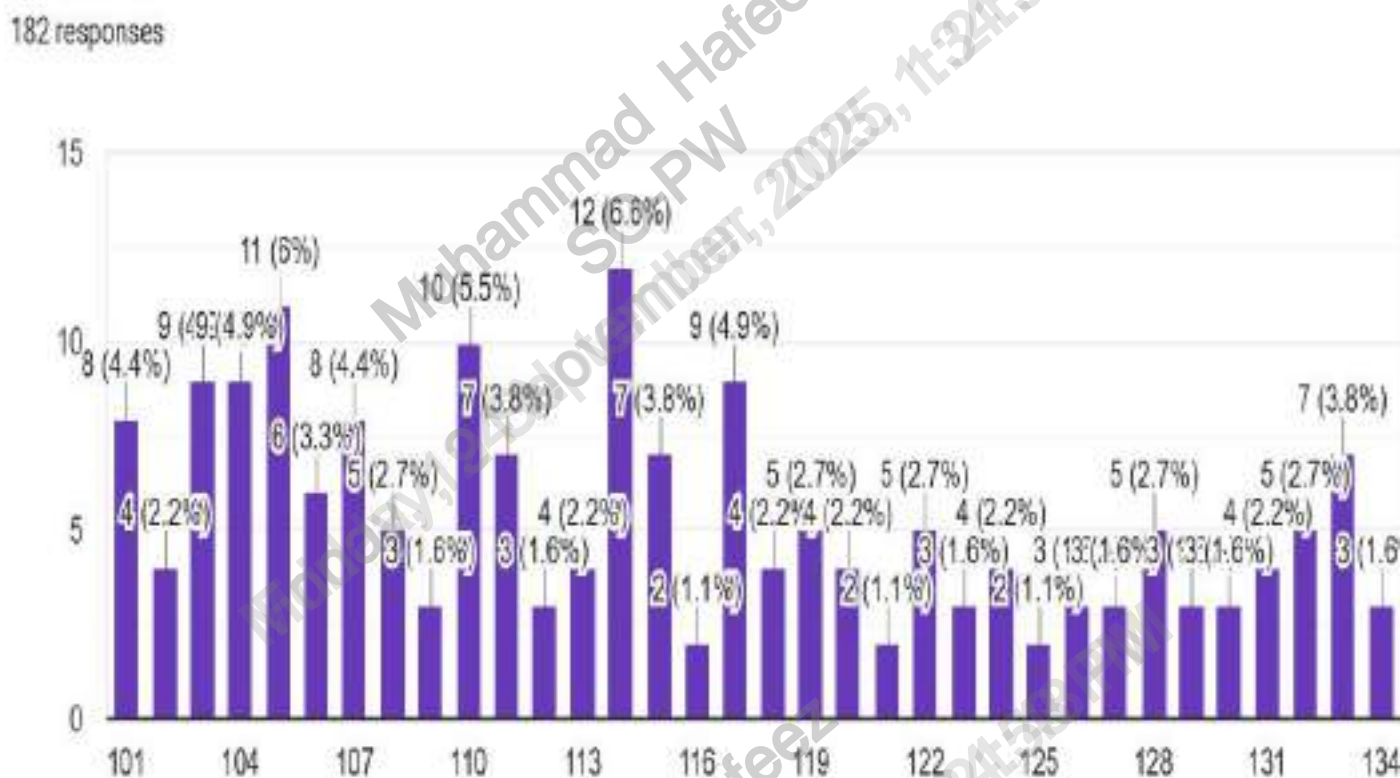


Figure 28: Number of Respondents per Camp

Findings of the Survey:

The responses are converted to scoring by assigning 100, 85, 70, 55 and 40 scores to the rating respectively for each indicator. A table showing score in respect of each indicator is as under:

Table 33: Performance Appraisal of Makatib

Sr. No	Maktab No	Sufficient Quantity of Sofa-beds	Accommodation Facilities (except space)	Availability of Toilets	Availability of Tea & Water	Cleanliness and Hygiene in the Camp	Medical Facilities in camp in Mashair	Cooperation in distribution of Nusuk Cards	Food Quality /Taste	Food Timing	Food Quantity	Transport Services	Behavior of Camp Management in Mashair towards Muavineen	Behavior of Camp Management in Mashair towards Hujjaj	Behavior of Mohalim in resolving matters	Post Hajj Departure Services - Passport handling	Post Hajj Departure Services - Transport timing	Average of All Indicators
1	120	93	85	59	96	93	74	93	81	85	100	63	89	89	89	89	90	85
2	132	94	91	61	97	85	52	79	73	97	91	88	91	91	82	85	88	84
3	119	88	85	82	88	82	67	85	82	91	94	88	79	82	85	82	79	84
4	133	94	91	74	94	87	66	79	83	89	91	72	81	85	79	87	73	83
5	109	95	80	80	85	85	65	90	70	85	90	65	85	80	75	80	90	81
6	131	85	93	74	100	93	81	89	78	78	96	55	78	85	74	74	70	81
7	110	84	91	79	97	91	58	75	79	90	93	49	81	78	75	79	76	79
8	107	74	83	59	87	83	72	79	74	89	94	64	70	76	70	83	61	76
9	113	63	78	63	89	85	59	78	74	85	93	74	78	74	74	74	70	75
10	116	100	70	70	85	100	40	55	85	85	100	70	70	70	40	85	70	75

Sr. No	Maktab No	Sufficient Quantity of Sofa-beds	Accommodation Facilities (except space)	Availability of Toilets	Availability of Tea & Water	Cleanliness and Hygiene in the Camp	Medical Facilities in camp in Mashair	Cooperation in distribution of Nusuk Cards	Food Quality /Taste	Food Timing	Food Quantity	Transport Services	Behavior of Camp Management in Mashair towards Muavineen	Behavior of Camp Management in Mashair towards Hujjaj	Behavior of Mohalim in resolving matters	Post Hajj Departure Services - Passport handling	Post Hajj Departure Services - Transport timing	Average of All Indicators
11	122	67	82	46	85	85	52	67	79	73	85	88	73	73	79	79	79	75
12	108	58	82	58	97	73	67	70	73	85	82	55	85	85	76	67	73	74
13	117	62	75	62	88	85	42	75	80	85	90	73	68	77	67	75	70	73
14	115	70	76	55	94	68	49	70	74	79	76	61	79	79	81	81	76	73
15	103	70	72	65	88	73	43	70	72	83	85	65	78	77	70	70	61	71
16	124	59	74	74	89	85	59	78	63	66	70	74	55	74	78	74	74	71
17	112	65	80	45	90	65	80	80	65	75	80	60	60	65	70	85	75	71
18	118	74	78	48	81	81	51	59	74	78	85	70	70	74	70	70	70	71
19	128	49	79	79	82	67	43	79	79	82	97	73	40	64	67	73	76	71
20	114	62	78	67	81	73	50	70	66	74	81	69	66	66	63	77	74	70
21	129	45	70	70	75	80	55	70	80	85	95	60	65	75	60	60	65	69
22	121	55	55	63	78	55	55	93	78	78	85	78	48	55	63	70	78	68
23	104	47	72	57	72	68	53	80	72	75	80	52	67	70	60	80	72	67

Sr. No	Maktab No	Sufficient Quantity of Sofa-beds	Accommodation Facilities (except space)	Availability of Toilets	Availability of Tea & Water	Cleanliness and Hygiene in the Camp	Medical Facilities in camp in Mashair	Cooperation in distribution of Nusuk Cards	Food Quality /Taste	Food Timing	Food Quantity	Transport Services	Behavior of Camp Management in Mashair towards Muavineen	Behavior of Camp Management in Mashair towards Hujjaj	Behavior of Mohalim in resolving matters	Post Hajj Departure Services - Passport handling	Post Hajj Departure Services - Transport timing	Average of All Indicators
24	105	48	67	65	81	63	62	74	71	81	82	45	56	70	62	71	63	66
25	101	55	66	49	83	76	63	72	64	68	70	46	66	66	64	70	61	65
26	127	45	65	70	75	65	50	65	65	80	80	65	55	60	60	65	60	64
27	130	45	70	60	85	75	50	70	75	80	80	40	55	70	45	60	50	63
28	106	43	58	40	88	68	75	70	75	65	75	45	55	63	55	68	60	63
29	123	50	60	40	95	70	40	75	75	90	85	40	40	65	40	60	55	61
30	125	55	55	48	63	70	55	63	63	70	78	63	55	55	55	63	70	61
31	126	40	70	70	75	70	45	60	60	75	70	60	40	55	45	60	65	60
32	102	40	63	59	78	55	48	63	59	70	70	40	44	55	48	59	59	57
33	111	46	55	59	46	59	46	68	46	44	46	49	49	53	59	68	66	54
34	134	40	50	65	85	70	40	50	45	75	65	40	40	40	40	50	45	53

Overall assessment of the Makatib (all responses taken together for all the Makatib) shows following results:

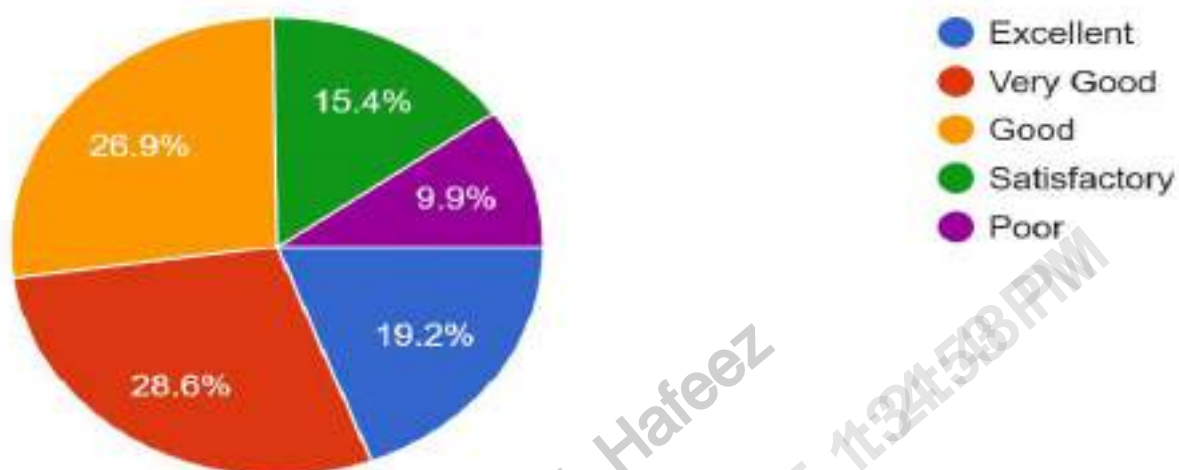


Figure 29: Accommodation Facilities except Space

90 % of the respondents considered accommodation facilities provided by Makatib as above satisfactory with 48% considering it Very Good or Excellent.

Availability of Tea & Water

182 responses

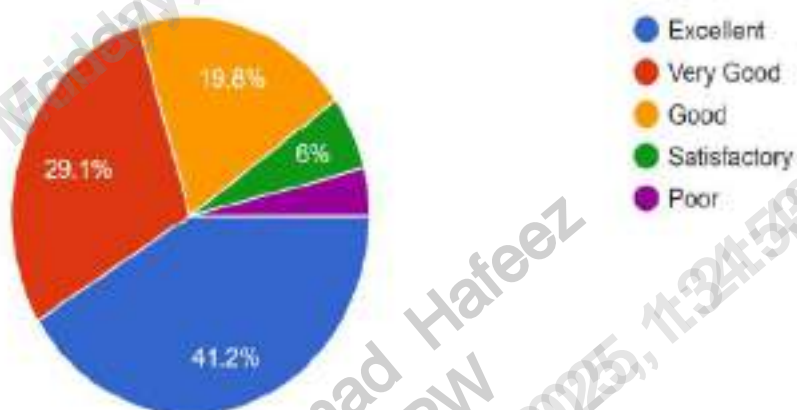


Figure 30: Availability of Tea & Water

70 % of the respondents considered availability of tea and water round the clock as Very Good or Excellent.

Food Quality/Taste

182 responses

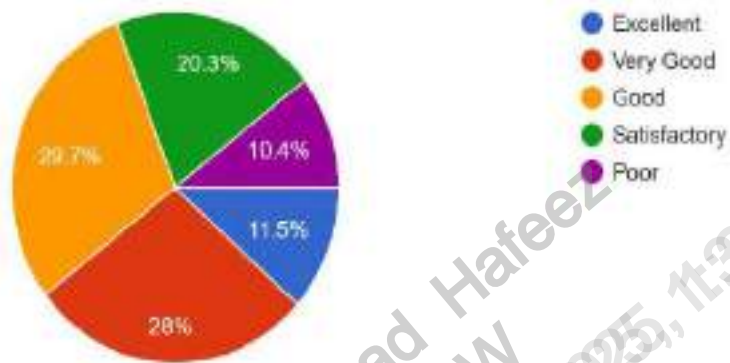


Figure 31: Food Quality & Taste

70% of the respondents considered availability of tea and water round the clock as Very Good or Excellent.

Cleanliness and Hygiene in the Camp

182 responses

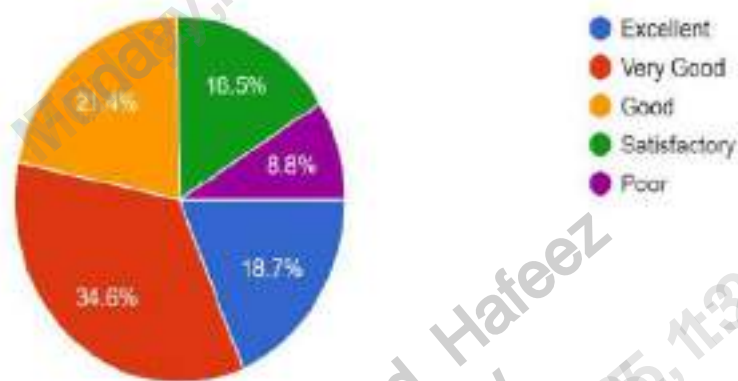


Figure 32: Cleanliness & Hygiene in the Camp

90% of the respondents considered Cleanliness and Hygiene in the camp adopted by Makatib as above satisfactory with 70% considering it Good, Very Good or Excellent and approximate 9% said that it was poor.

Medical Facilities in camp in Mashair

182 responses

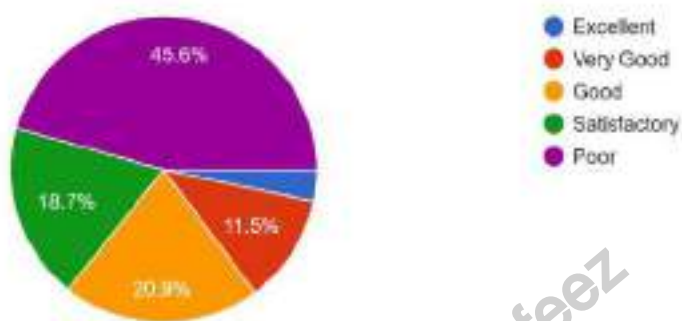


Figure 33: Medical Facilities in the Camp in Mashair

About 46% of the respondents marked Poor Medical Facilities in camp in Mashair, Just 15% marked that it was Very Good or Excellent.

Behavior of Camp Management in Mashair towards Muavineen

182 responses

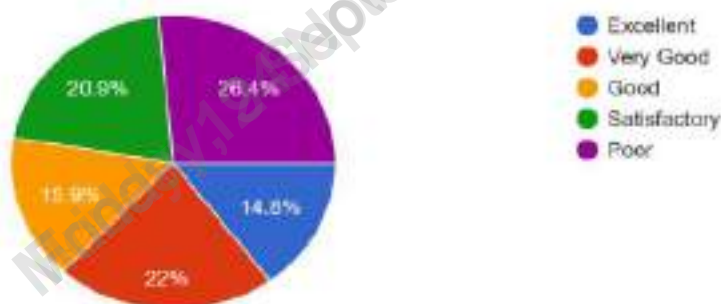


Figure 34: Behaviour of Camp Management in Mashair towards Muavineen

More than 26% of the respondents considered Behavior of Camp Management in Mashair for Muavineen was poor and about 36% it Very Good or Excellent.

Behavior of Mohalim in resolving matters

182 responses

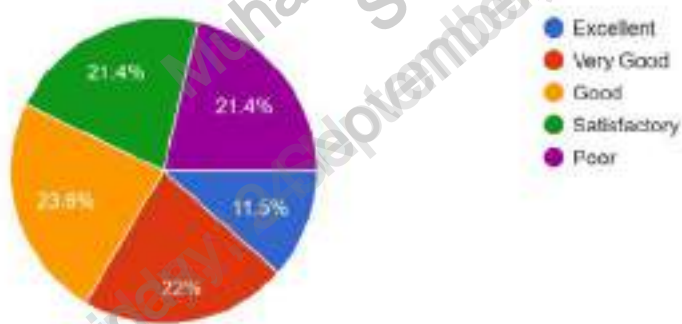


Figure 35: Behaviour of Muallim in Resolving Matters

More than 42% of the respondents considered Behavior of mohalim in resolving matter as bellow Good, which includes 21.4% poor scoring and only 33% feels it was good or Excellent.

In order to have a comparative ranking, average of all indicators is shown in the second last column of the table below. The second approach was more subjective in nature, whereby data of specific issues observed by the ACMs and Nazimeen is obtained and tabulated in the last column in the table below.

Table 34: Performance Appraisal of Makatib Table 2

Sr. No	Maktab No	Average of All Indicators	Remarks about Issues
1	120	85	<ul style="list-style-type: none"> On 12th Zilhajj, buses were delayed, forcing many Hujjaj to return on foot under harsh conditions.
2	132	84	<ul style="list-style-type: none"> Inadequate washroom facilities Murshids assigned to buses were grossly incompetent: The individual guiding the route from Arafat to Muzdalifah was completely unfamiliar with the directions and route. He even wandered into Aziziah while returning, creating panic and confusion.
3	119	84	<ul style="list-style-type: none"> No doctors or medical staff were available during the entire Mashair phase. Insufficient space
4	133	83	<ul style="list-style-type: none"> Bus drivers were unfamiliar with designated Muzdalifah drop-off points, causing long detours and delays in reaching the correct location. Significant washroom shortage in Arafat
5	109	81	<ul style="list-style-type: none"> Major transport delays, especially during Mashair days.
6	131	81	<ul style="list-style-type: none"> Transport operations were not executed in a timely manner
7	110	79	<ul style="list-style-type: none"> No medicine availability at the medical post despite repeated requests. Transport buses failed to arrive on time or reach the designated Maktab locations.
8	107	76	<ul style="list-style-type: none"> Disrespectful behavior by Maktab staff towards Muavineen, creating tension and hampering coordination. Insufficient toilet facilities led to hygiene challenges. No proper communication regarding departure timings confused the pilgrims. Bed shortage in Arafat, affecting rest and comfort during critical rituals.
9	113	75	<ul style="list-style-type: none"> Buses arrived late, affecting ritual schedules.
10	116	75	<ul style="list-style-type: none"> Insufficient space, though later pilgrims were accommodated in Maktab 120.
11	122	75	<ul style="list-style-type: none"> Insufficient number of washrooms, leading to long wait times. Bed shortage, though some adjustments were made. Medicines were either unavailable or insufficient at the camp clinic.
12	108	74	<ul style="list-style-type: none"> Beds were available but not pre-assigned, causing disputes and confusion during check-in. Post-Hajj return to buildings was disorganized, with unclear bus schedules and routes. Ticket and wristband distribution was poorly managed, delaying pilgrim movement.
13	117	73	<ul style="list-style-type: none"> Transport was not punctual, causing stress among pilgrims. Medical camp was non-functional, with no doctor or basic medicines.
14	115	73	<ul style="list-style-type: none"> Medicines were often unavailable, especially at Mina camps. Lack of bed pre-assignment led to accommodation disputes. Post-Hajj transport dropped pilgrims far from their buildings, causing hardship.
15	103	71	<ul style="list-style-type: none"> Bus arrival and departure were delayed, especially for departure to Mina and from Mina. No medical facilities were established, depriving Hujjaj of basic health care. Maktab staff behaved unprofessionally and was not cooperative with pilgrims. Open gates between Maktab 103 and 104 led to confusion and overcrowding as pilgrims from both camps intermingled.

Sr. No	Maktab No	Average of All Indicators	Remarks about Issues
16	124	71	<ul style="list-style-type: none"> Insufficient space Moalim and management were absent during key pilgrim movements.
17	112	71	<ul style="list-style-type: none"> Insufficient space, staff responded rudely to complaints. No transportation plan was communicated, causing delays and uncertainty.
18	118	71	<ul style="list-style-type: none"> Poor coordination in Nusuk card distribution, delaying the process. Bed assignment was not managed well, leading to confusion. Building list display was delayed, causing accommodation issues. Transport from buildings to Mina was very late, arriving after Fajr instead of the announced time after Isha.
19	128	71	<ul style="list-style-type: none"> Significant delays in buses, especially for moving to Mashair. Moalim staff misbehaved and were uncooperative with Muavineen. No medical arrangements and beds were insufficient.
20	114	70	<ul style="list-style-type: none"> Transport was not punctual, causing stress among pilgrims. Bed arrangements were insufficient for the total number of Hujjaj.
21	129	69	<ul style="list-style-type: none"> Over 100 beds were lacking, causing severe discomfort and unrest. Transport operations were not timely, leading to scheduling problems.
22	121	68	<ul style="list-style-type: none"> Improper bed spacing affected comfort and privacy. Toilets were too few for the number of pilgrims. Poor transport scheduling led to confusion and stress. Moalim staff showed unprofessional behavior towards Nazimeen. Harsh behaviour with Moavenin and Hujaj.
23	104	67	<ul style="list-style-type: none"> Insufficient space Delayed transportation schedules, particularly during peak Mashair movements. No physical partition between Maktab 103 and 104 caused crowd management issues and mixing of pilgrims.
24	105	66	<ul style="list-style-type: none"> Accommodation and transport were mismanaged, with no clear plan or execution. No labels, pictures, or names on beds led to confusion and disputes. Insufficient manpower—too few representatives were available to handle Hujjaj queries and logistics.
25	101	65	<ul style="list-style-type: none"> Significant delays in bus movement during all phases of Hajj caused distress among Hujjaj. Bed shortage led to overcrowded camps and inconvenience for both pilgrims and staff. Poor cleanliness standards and non-functional air conditioning during the daytime in some camps added to discomfort. Meals were poorly managed—quantities were insufficient, and delivery times were inconsistent. Medicines in the clinic were inadequate, and some essential items were not available when needed.
26	127	64	<ul style="list-style-type: none"> Around 120 beds were short, causing discomfort. Muavineen were denied access to the camp on 10th Zilhajj. No prior movement information was shared with Nazimeen; last-minute updates caused confusion. Medical camp was not functional 24/7, and even basic ORS was not available.
27	130	63	<ul style="list-style-type: none"> Transport was the worst among all Makatib—Hujjaj waited for hours. Buses took excessively long routes, reaching Arafat in 4–5 hours. Drivers mistakenly took pilgrims from Arafat to Mina instead of Muzdalifah, severely disrupting rituals. Maktab staff were not present on ground when needed, frustrating the pilgrims.

Sr. No	Maktab No	Average of All Indicators	Remarks about Issues
28	106	63	<ul style="list-style-type: none"> Moalim and team were uncooperative, ignoring requests and showing non-responsiveness. Number of toilets was inadequate, leading to long queues and unsanitary conditions. Bed shortage forced pilgrims to sleep in congested spaces or share bedding. Buses were delayed intentionally, although they were present; drivers were not briefed about routes.
29	123	61	<ul style="list-style-type: none"> Moalim and his staff showed arrogance and insensitivity, refusing to help. Bed space was limited, and pilgrims had to sleep on the floor. Toilet facilities were not enough for the large crowd. Wheelchairs were stolen, and there was no recovery system. Buses arrived late, disrupting the movement plan.
30	125	61	<ul style="list-style-type: none"> Accommodation was poorly managed for both Hujjaj and Muavineen. Moalim staff were unresponsive and negligent, ignoring Hujjaj needs. Nusuk card issuance was delayed, showing lack of responsibility.
31	126	60	<ul style="list-style-type: none"> About 150 beds were short, creating major accommodation issues. Transport from buildings to Mina was very late.
32	102	57	<ul style="list-style-type: none"> Transport was poorly organized, resulting in late arrivals to Mashair; drivers were unaware of designated routes. Lack of sufficient beds affected the comfort of the pilgrims. Entry of Muavineen was restricted, hampering coordination and support services.
33	111	54	<ul style="list-style-type: none"> Significant delays in bus movement during all phases of Hajj caused distress among Hujjaj. Camp space was inadequate, resulting in congestion and discomfort. Poor cleanliness standards and non-functional air conditioning during the daytime in some camps added to discomfort. Relocation of the Maktab without proper notice caused confusion; many Hujjaj went to the previous Maktab site. Insufficient manpower—too few representatives were available to handle Hujjaj queries and logistics. Food quality was extremely poor, with meals lacking hygiene and variety.
34	134	53	<ul style="list-style-type: none"> Lack of cooperation in distributing Maktab wristbands, resulting in delays and confusion among Hujjaj regarding camp identification. Major transport delays, particularly during movement to Mashair, disrupting the planned schedules. Moalim staff were disrespectful and uncooperative towards Muavineen, hampering field coordination. Bed shortage in Arafat, forcing some pilgrims to rest in non-designated areas or remain standing. Absence of adequate medical facilities left many pilgrims without treatment for minor illnesses or exhaustion. Delayed departure of buses to Arafat, causing pressure on schedule and fatigue among pilgrims.

6.8. Issues & Challenges

The Makatib Coordination team faced a few challenges which created hiccups during the operation. A brief of the challenges is given below:

a. Misalignment of Jurisdiction and Inadequate Logistical Support:

Complicated jurisdictions of Maktab viz-a-viz sectors remained a consistent challenge during the hajj operation. Establishment of a Makatib Coordination Section was the first experience of Pakistan Hajj Mission deployed during the Hajj 2025. However, the hujjaj of a Maktab were divided into several sectors and each sector had hujjaj of several Makatib. This created a complex situation where an ACM was coordinating with one Maktab at one hand but was responsible to various sectors on the other hand. In absence of a proper office, operational vehicles and clear chain of command, performance of effective coordination activities remained a big challenge for ACMs. They were dependent on sector coordinators for provision of logistics and administrative support, however, multiplicity of the sectors led to equal number of reporting mechanisms. On the other hand, the sector coordinators also felt aloof from coordination activities, leaving every maktab related activity for the ACM.

b. Staffing, Training, and Welfare staff Deficiencies

The Section faced inadequate preparation in respect of human resource management. Many ACMs and Nazimeen received late deployment notifications and insufficient pre-deployment training, leaving them underprepared for their roles.

Logistical challenges were severe, including a lack of dedicated accommodation for staff during Mashair. The absence of dedicated transport for ACMs to manage scattered building locations was a significant hindrance.

During Mashair, staff were often overworked, operating round the clock with very little sleep, and without adequate relief. The absence of Hajj Medical Mission (HMM) staff and doctors (M105, 115, 119, 103, 108, 114, 115, 128) left frontline staff to handle medical emergencies. Internally, multiple supervisors (Buildings of one Maktab were under multiple Sector Coordinators) with conflicting demands created confusion.

c. Pilgrim Accommodation and Documentation Issues (Maktab Related)

Pilgrim documentation, particularly Nusuk cards, presented significant problems, including shortages, missing cards, inaccurate records, and improper distribution. The Tawafa company took a lot of time in delivering these cards creating confusion and distress among the pilgrims. Sudden announcement of Nusuk being mandatory for entry into Haram led to numerous Hujjaj waiting for Nusuk cards for several days in Ihram without their first Umra.

Unconfirmed and disorganized bedding arrangements were a pervasive issue, with a lack of proper bed numbering or name stickers (M102, 103, 104, 105, 108, 109, 113, 114, 115, 117, 119, 120, 121, 123, 124, 126, 127, 128, 129, 130). This led to bed shortages and disputes, intensifying during Mashair.

Insufficient washrooms and general cleanliness issues were reported (M106, 111, 114, 116, 123). Complaints about food quality, particularly in Maktab M105, 111, 114, 133, led to wastage and dissatisfaction. Issues with food distribution timeliness and quantity were also noted (M101, 104, 111, 113, 115, 131).

d. Transportation Management and Logistics (Maktab Related)

Late arrival of buses for pilgrim movement was a critical issue (M102, 110, 105, 111, 114, 115, 120, 123, 124, 126, 129, 130, 131, 132, 133). Drivers often lacked route awareness, mistakenly transporting Hujjaj to wrong locations (M105, 130, 131, 133). The lack of real-time monitoring of transportation led to late arrival as well as de-routing of the buses.

e. Language Barriers

Difficulties in establishing effective communication and cooperation with Saudi Maktab representatives and Al Rajhi officials were reported (M114, 118, 104, 108, 103, 120, 129, 131). The language barrier was one of the most crucial challenges.

6.9. Recommendations

To proactively address the challenges discussed above and significantly enhance the Hajj experience for Pakistani pilgrims in future missions, the following recommendations are proposed:

a. Alignment of Jurisdiction of Makatib and Sectors

- All hujjaj of a maktab should be within the jurisdiction of a single sector. This can be done by assigning the Maktab first and the building later. This shall ensure that all hujjaj of a maktab reside in one specific sector. There should be maximum 2 makatib in each sector to ensure effective coordination and efficient service delivery. A matrix structure of the Section (having separate functional and operational heads leading to achieving the same objective) will be very effective provided that it aligns with the jurisdiction of the sectors.

b. Professionalize Staff Deployment and Logistical Support:

- **Early deployment and Comprehensive Training:** Deploy the ACMs and Nazimeen before start of the Hajj Operation. This should be coupled with specialized mandatory comprehensive training programs covering Hajj rituals, operational procedures, emergency protocols, and coordination mechanisms with Saudi counterparts. All the ACMs should arrive in KSA at the start of the operation so that they could establish effective communication and coordination with their respective Maktab well before the Mashair Days.
- **Adequate Logistical Provision:** Provide dedicated transport for ACMs to facilitate their movement across scattered operational areas. Establish fully equipped office spaces with necessary IT infrastructure for ACMs to manage pilgrim data and communications effectively. Formation of Maktab must be based upon buildings of a sector in a way that one Maktab should be dealing with only one sector, thereby, making a cohesive structure of ACMs within the organizational structure of the sector. Each sector could have one or two Makatib for efficient service delivery.
- **Specified Space during Mashair:** Ensure dedicated and suitable accommodation for ACMs, Nazimeen, and medical/welfare staff within their assigned Makatib.
- **Optimal Staffing and Welfare:** Review and adjust the pilgrim-to-Nazim ratio to ensure personalized support, ideally not exceeding 200 pilgrims per Nazim. This allocation should be done simultaneously with the allocation of building and Maktab. The Nazim and ACMs should be given an option of communication through Pak Hajj App to their respective Hujjaj. Recognize and incentivize staff through formal appreciation and performance-based awards. One solution could be awarding double Daily Allowance during Mashair days to the ACMs and Nazimeen who receive above 75% ranking from their supervisory officers and Hujjaj – both to be calculated through app separately.

c. Joint Camp Management:

- **Collaboration of Tawafa and Hajj Mission teams:** The Camps in Mina should be jointly managed by Tawafa company and the Mashair teams from Pakistan Hajj Mission. This will ensure effective service delivery to the Hujjaj during the Mashair days. The teams should be provided with specific places to take rest and attend to the issues of Hujjaj. A clear line of communication should be notified beforehand for handling each type of matters i.e. transportation, accommodation, emergencies, food etc.

d. Overhaul Pilgrim Accommodation and Services:

- **Guaranteed and Organized Bedding:** Secure confirmed bedding arrangements for every pilgrim well in advance of Mashair days. Lists of residents of each Khaima should be displayed in a serially numbered list on the door of the Khaima.
- **Enhanced Facilities and Hygiene:** Ensure an adequate number of washrooms and ablution facilities proportionate to pilgrim strength are provided in the contract of tawafa company. Implement stringent cleanliness protocols and regular monitoring of Maktab and camp areas throughout Mashair.
- **Improved Food Quality:** Diversify food options during Mashair days, specifically introducing traditional Pakistani bread (Naan/Roti) alongside existing provisions to cater to pilgrim preferences and reduce food wastage. Menu for the five days of Mashair should be approved by the Pakistan Hajj Mission. The companies providing food should also be taken from a pool of the companies approved by Pakistan Hajj Mission.

e. Strengthen Transportation Management:

- **Rigorous Driver Training and Route Familiarization:** Mandate comprehensive route training for all bus drivers, with a strong emphasis on Mina, Arafat, and Muzdalifa routes, including designated drop-off and pick-up points. This matter can be taken up with the Naqaba as well as other service providers well in advance so that the Hujjaj are not dropped at irrelevant or incorrect drop points during Mashair.
- **Real-time Monitoring and Contingency Planning:** Implement real-time GPS tracking for all pilgrim transport buses to monitor their movement, identify delays, and enable rapid response to misdirection during Mina Move and return from Arafat.

f. Reinforce Coordination, Communication, and Security:

- **Formalized Coordination with Saudi Authorities:** Establish mandatory pre-Mashair coordination meetings between Pakistani ACMs/Nazimeen and Saudi Maktab administration to clarify roles, responsibilities, and operational plans. Ensure clear contractual agreements with service providers are accessible to ACMs.
- **Enhanced Staff Access and Identification:** Issue special entry passes or identification cards to all ACMs and Nazimeen to ensure unrestricted access to their respective Makatib and operational areas.
- **Reliable Communication Infrastructure:** Engage reputable Saudi telecom providers to ensure the provision of reliable SIM cards with sufficient data and calling minutes for all Hujjaj and operational staff, distributed proactively before departure from Pakistan.

By adopting these recommendations, the Hajj Mission can transition from a reactive operational model to a proactive, well-supported, and pilgrim-centric approach, significantly improving the overall Hajj experience for Pakistani Hujjaj in the years to come.

COMPLAINTS, MONITORING, VIGILANCE, & MEDIA CELL



SECTION 7: COMPLAINTS, MONITORING & VIGILANCE

7.1. Complaints Cell

a. Overview

The 2025 Complaint Cell report highlights a significant evolution in the Pakistan Hajj Mission's operational efficiency, demonstrating marked improvements over previous years. With a streamlined system operational from day one—unlike 2024's 17-day delay—the Mission effectively addressed the needs of over 88,300 government-sponsored Hujjaj through multi-channel complaint submission platforms, including call centers, WhatsApp, mobile apps, and in-person desks, supported by decentralized sector-wise response centers and a structured escalation protocol. This robust framework led to a remarkable 68.57% reduction in complaints, with only 3,267 grievances recorded compared to 9,458 in 2024, reflecting enhanced service delivery across accommodation, food, and transportation. Accommodation-related issues dominated complaints at 40.5%, primarily concerning internet connectivity and family grouping, while transport grievances centered on prayer-time logistics, and food-related complaints included undercooked meals and hygiene lapses. Notably, younger pilgrims aged 20–39 were the most vocal, likely due to higher expectations and tech-savviness, with Sindh—particularly Karachi—emerging as the highest-complaint region. Sector-level analysis revealed inconsistencies in service quality, with Sectors 2, 4, and 5 requiring targeted monitoring. Despite these challenges, the complaint resolution rate reached an impressive 79%, with digital channels like WhatsApp and the helpline proving most efficient, while physical desks saw minimal use.

However, systemic weaknesses such as intermittent connectivity, outdated IT infrastructure, and poor coordination with Madinah operations underscored the need for further improvements. Key recommendations include appointing a dedicated Madinah control officer, deploying Haram guides, allocating rescue vehicles, and conducting pre-Hajj pilgrim orientations. Overall, the 2025 Complaint Cell set a new standard for operational excellence, though sustained infrastructure upgrades and cross-functional coordination remain critical for future enhancements, ensuring Pakistan's Hajj operations continue to serve as a global benchmark for efficiency and pilgrim-centric service.

b. Operational Structure & Muavineen Deployment:

Deputy Coordinator complaint monitoring and vigilance



Figure 36: Operational Structure of Complaints Cell

c. Key Responsibilities

Timely Complaint Resolution: The Complaints Cell is primarily responsible for ensuring that all pilgrim complaints are resolved swiftly and efficiently. This involves leveraging the capabilities of sector offices and deploying quick response teams as needed to address concerns promptly. The aim was to provide immediate assistance and minimize any inconvenience for the hujjaj.

Analysis of Complaint Data for Trends: A crucial function of the Complaints Cell was to maintain, analyze, and conduct trend analysis of all incoming complaint data. This systematic approach allowed the cell to identify recurring issues, pinpoint areas for improvement, and ultimately enhance the overall efficiency of the complaint resolution process. By understanding patterns in complaints, the cell can contribute to more effective long-term solutions.

Coordination with Sector Coordinators: The Complaints Cell worked in close coordination with sector coordinators to resolve complaints proactively. This collaborative effort was essential to addressing issues at the earliest possible stage and preventing them from escalating to higher levels. By fostering strong communication and cooperation, the cell ensured a streamlined and effective support system for all pilgrims.

d. **Implementation Strategy**

To ensure optimal pilgrim support and continuous service improvement, the Complaints Cell implemented a multifaceted strategy focusing on proactive monitoring, diverse complaint channels, decentralized resolution, structured escalation, and robust feedback mechanisms. Some of the strategies are given below:

- i. **Centralized Monitoring and Data-Driven Improvement:** The Complaints Cell served as the central hub for overseeing the entire complaint resolution lifecycle. This included diligently monitoring the progress of each complaint, coordinating seamlessly with various sectors to facilitate swift resolution, and conducting comprehensive trend analyses of all collected complaint data. The insights derived from these analyses were critical for identifying systemic issues, implementing targeted corrective actions, and continuously refining operational protocols to enhance overall efficiency and pilgrim satisfaction.
- ii. **Multi-Channel Accessibility for Complaint Submission:** To maximize accessibility and convenience for hujjaj, multiple channels were available for submitting complaints. These included the dedicated Hajj App, direct personal visits to designated complaint offices, formal written communication, and immediate engagement via phone calls. This diverse approach ensured that pilgrims can register their concerns through their preferred or most accessible method.
- iii. **Decentralized and Immediate Field Resolution:** For certain categories of complaints, particularly those requiring on-the-spot intervention, our field operations (e.g., BDOs/Ground Staff) were equipped to handle manual complaints and facilitate spontaneous resolution directly at the source of the issue. This strategy aimed to resolve minor concerns immediately, reducing the need for formal processing and enhancing real-time responsiveness.
- iv. **Sector-Level Complaints Offices with Round-the-Clock Operations:** Each designated sector operated a fully functional Complaints Office, committed to round-the-clock disposal of pilgrim issues. This decentralized approach ensured that support was readily available within close proximity to the hujjaj, providing continuous assistance and immediate attention to concerns as they arose, regardless of time of the day.
- v. **Structured Escalation Mechanism:** A clear and efficient escalation mechanism was strictly enforced to address unresolved complaints. Any complaint that remained unresolved at the sector level within a defined timeframe, specifically 24 hours, were automatically escalated to a higher management level for immediate review and intervention. This ensured accountability and prevented prolonged delays in critical issue resolution.
- vi. **Proactive Pilgrim Feedback Mechanism:** Post-resolution, concerted efforts will be made to solicit direct feedback from the complainant hujjaj. This systematic feedback mechanism was vital for evaluating the effectiveness of the resolution process, identifying areas for further refinement, and ensuring that the services provided consistently meet or exceed pilgrim expectations. The insights gained will be instrumental in further fine-tuning the complaint resolution mechanism for future Hajj operations.

e. Progress and Achievements

A total of 3,267 complaints were received during Hajj Mission 2025 from Pakistani Hujjaj, with the majority concentrated in three key areas. Accommodation-related issues accounted for the highest number of complaints at 1,322 (40.5%), highlighting significant challenges in lodging standards, facility maintenance, or service delivery. This was followed by transport-related grievances, which totaled 748 cases (22.9%), indicating logistical shortcomings in shuttle services, scheduling, or vehicle conditions. The third most prevalent category was food-related complaints at 689 (21.1%), pointing to concerns over meal quality, hygiene, or supply chain management.

Further analysis revealed additional areas requiring attention. Welfare staff issues generated 247 complaints (7.6%), primarily concerning staff responsiveness, behavior, or service delays. Complaints related to Nusk Cards numbered 183 (5.6%), suggesting operational or administrative hurdles in their issuance. The "Others" category, comprising 78 complaints (2.4%), captured miscellaneous concerns that may require targeted review. These figures underscored the need for a multi-faceted approach to service improvement across all stages of the pilgrimage experience.

The data revealed clear priorities for corrective action in future Hajj operations. The disproportionate volume of accommodation complaints demanded immediate contractual reviews with service providers, while transport and food issues necessitated enhanced vendor oversight and real-time monitoring systems. Addressing welfare staff concerns through training and accountability measures, along with streamlining Nusk Card processes, would further elevate pilgrim satisfaction. These insights provided a data-driven foundation for optimizing service delivery in subsequent Hajj missions.

f. Trends & Analysis:

(i). Comparison of Previous Year Complaints

The comparison provided indicated a significant improvement in pilgrim services during the 2025 Hajj operations compared to 2024, as evidenced by a substantial reduction in post-Mashair complaints. Overall, the total number of complaints registered in 2025 decreased by 68.57% to 3,267, down from 9,458 complaints in 2024. This notable decline was reflected across all major categories: accommodation complaints dropped from 3,157 in 2024 to 1,322 in 2025; food-related complaints decreased from 1,322 in 2024 to 689 in 2025; transport issues also reduced, with 748 complaints in 2025 compared to 944 in 2024; and complaints categorized as "Others" experienced the most significant reduction, plummeting from 4,035 in 2024 to just 508 in 2025. This comprehensive reduction in complaints across all service categories underscored a marked improvement in the quality and efficiency of arrangements for the Hujjaj in 2025.

(ii). Trends in Complaint Sub-Type

The analysis of complaint data revealed distinct patterns across key service categories, with several critical issues requiring attention. In the accommodation sector, internet connectivity emerged as the predominant concern, accounting for 60% of complaints, significantly outweighing other issues such as family-scattered accommodation (30%) and cleanliness (10%). However, it was noted that the provision of internet services was not originally included in the contractual agreement with the accommodation provider. This discrepancy between hujjaj expectations



Figure 37: Comparison of Complaints with Previous Year

and agreed-upon services highlighted a need for contractual review or alternative solutions to address the high demand for reliable connectivity.

The issue of family-scattered accommodation, representing 30% of complaints, was identified as being outside the operational control of Muavineen. The allocation and grouping of families were managed by the Ministry of Religious Affairs and Interfaith Harmony (MORA&IH), underscoring the need for interdepartmental coordination to resolve this concern. This finding emphasized the importance of clarifying responsibilities and improving collaboration between involved entities to ensure cohesive family placements in future operations.

Transport-related complaints were dominated by logistical challenges surrounding Haram/Salat arrangements, constituting 60% of grievances, followed by intercity transport issues at 40%. This indicated a critical need to optimize transport services, particularly for Haram Movement, to enhance Hujjaj satisfaction. Similarly, food-related complaints revealed significant quality and supply chain issues, with undercooked meals (40%) and unhygienic conditions (30%) being the most reported problems. These findings pointed to the necessity of stricter quality control measures and better resource management in food service operations.

Lastly, complaints regarding welfare staff were primarily linked to inappropriate behavior (60%) and unaddressed grievances (30%), reflecting gaps in staff training and accountability. Addressing these concerns required immediate corrective actions, including enhanced training programs and stricter oversight. Collectively, the data provided actionable insights for prioritizing improvements, with a focus on contractual alignment, cross-sectional coordination, service optimization, and staff accountability to elevate overall service delivery standards.

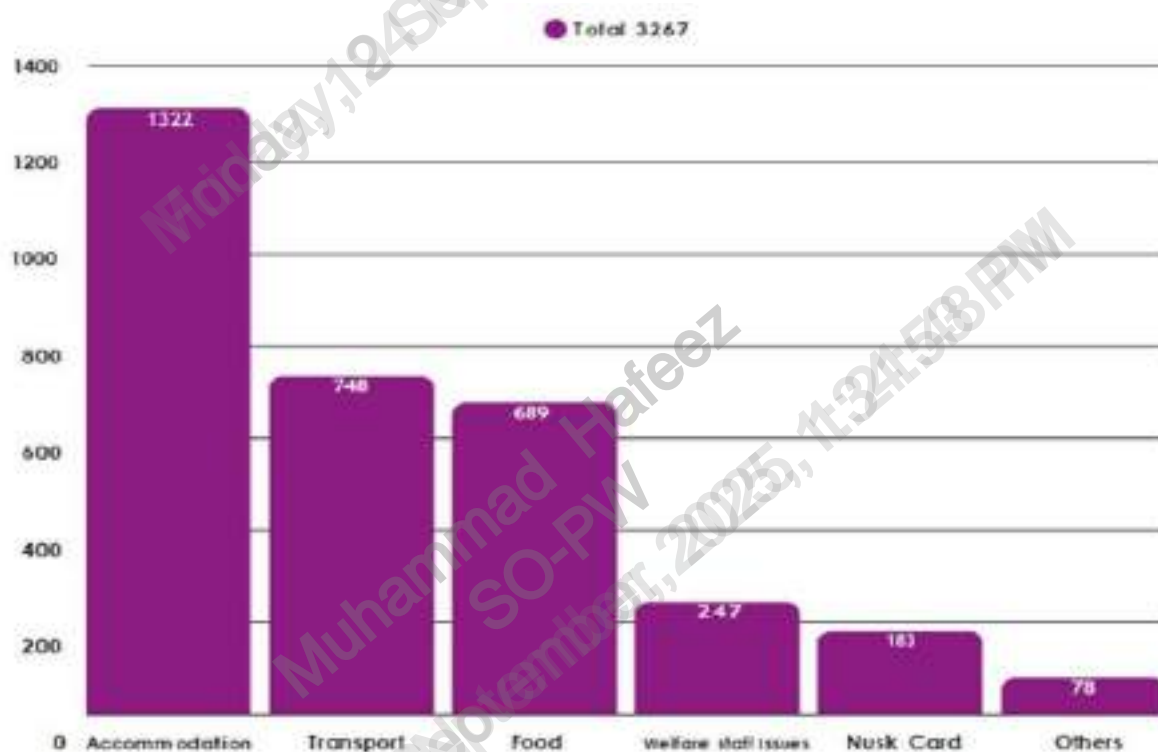
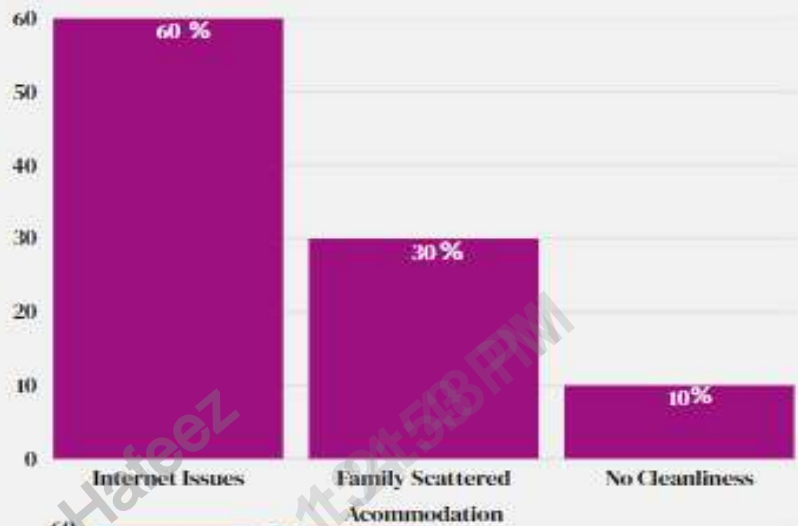


Figure 38: Total Complaints of Hajj Mission 2025

Accommodation

The chart on accommodation issues shows that the most trending complaints are "Internet Issues" with 60% reports. This is followed by "Family Scattered" at 30%, and "No Cleanliness" at 10%.

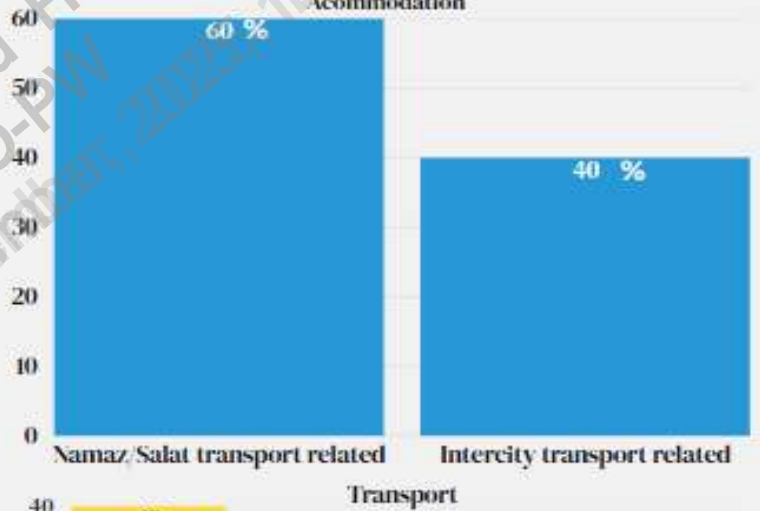
Internet connectivity appears to be the most significant concern among accommodation-related problems.



Transport

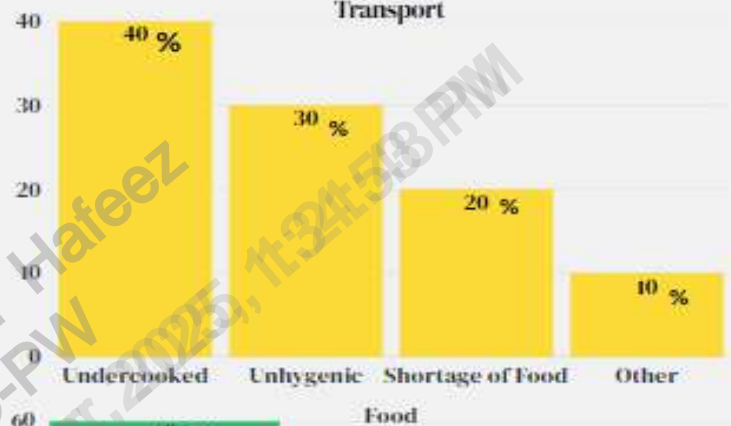
For transport-related complaints, "Namaz/Salat transport related" issues are the most prevalent with 60% reports. "Intercity transport related" comes next with 40% complaints.

This indicates that transport arrangements for religious activities are a major area of concern.



Food

In the food category, the highest number of complaints falls under "Undercooked" with 40% cases. Unhygienic has 30% complaints, "Shortage of food" at 20%, and "Others" at 10%. While specific food quality issues are notable, a significant portion of concerns are categorized as "Other," suggesting a variety of additional food-related problems.



Welfare Staff

Regarding welfare staff, the most frequent complaint is listed as "Inappropriate behavior" with 60% cases, followed by "Complaint not handled" at 30% and "Absent from duty" at 10%. This reflects diverse issues with welfare staff, with inappropriate behavior and unaddressed complaints being particularly prominent.

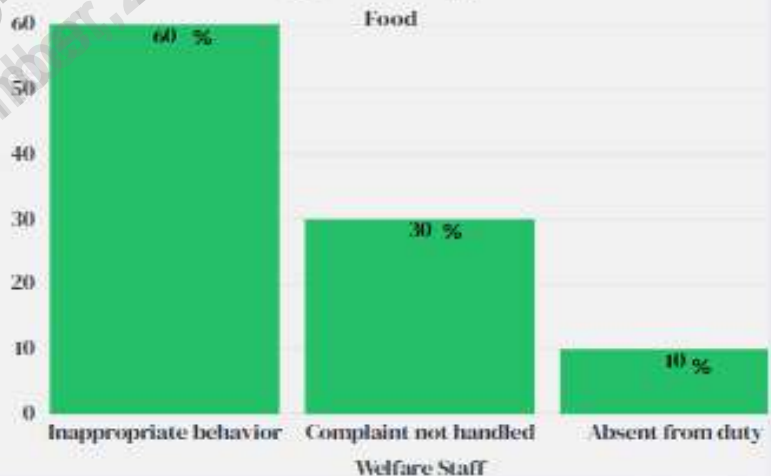


Figure 39: Major Types of Complaints

(iii) Peak Hour of Complaints

The data reveals distinct temporal patterns in complaint volumes throughout the day, with significant fluctuations across different hours. Complaints begin to escalate sharply during morning hours, reaching their first peak between 8-10 AM, which likely corresponds with the start of daily activities and operational processes. This morning surge suggests that Hujjaj encountered immediate challenges upon beginning their daily rituals or when services first become operational, potentially indicating issues with morning transportation, accommodation services, or initial interactions with staff.

A secondary peak emerged in the early afternoon hours (12-2 PM), coinciding with the busiest period of daily Hajj rituals and the hottest part of the day. This pattern may reflect increased stress on infrastructure and services during peak operational hours, compounded by environmental factors. The data shows a gradual decline in complaints through the late afternoon and evening, with the lowest volumes occurring during late night hours (10 PM-4 AM), when most Hujjaj are presumably resting and fewer services are in operation.

The bimodal distribution of complaints highlights two critical intervention periods where enhanced staffing, resource allocation, and service monitoring could significantly improve the pilgrim experience. The morning peak suggests the need for better preparation of services before the day begins, while the afternoon peak indicates requirements for sustained service quality during peak demand. These insights provide valuable guidance for optimizing welfare staff deployment and preemptive problem-solving in future Hajj operations, with particular attention needed during this high-volume complaint window.

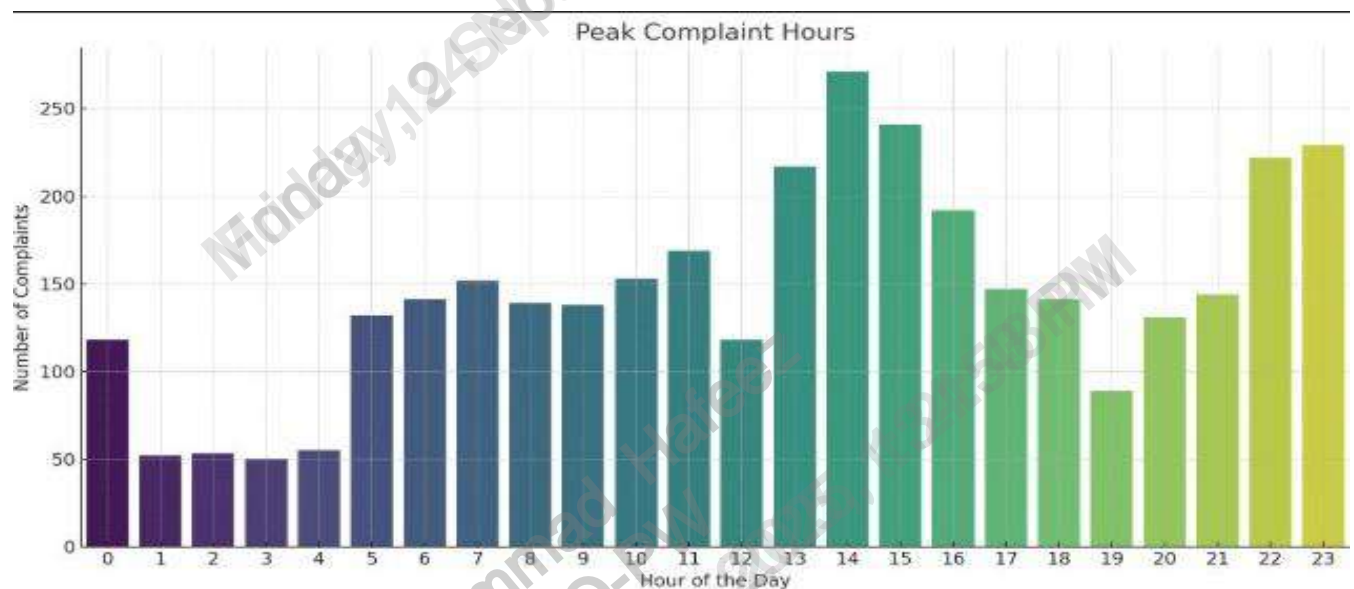


Figure 40: Peak Hours of Complaints

(iv) Province/Area-Wise Complaints Trend

The complaint data revealed distinct provincial disparities, with Sindh generating the highest volume at 1,120 complaints (34.3%), followed by Punjab (850 complaints, 26.0%) and KPK (689 complaints, 21.1%). These three provinces collectively accounted for over 80% of total grievances, suggesting either systemic service delivery issues or more active complaint reporting mechanisms in these regions (*Based on personal experience, Karachi in Sind, Lahore in Punjab & Karak in KP are competing in complaints lodging on the PM Citizens portal too*). While Balochistan, AJK, and Gilgit-Baltistan recorded significantly fewer complaints (ranging from 178 to 220), potentially reflecting smaller pilgrim numbers or different service experiences.

The analysis highlighted the need for province-specific service improvements, particularly for major pilgrim-originating regions. The disproportionate complaint distribution prompted recommendations for enhanced pre-departure briefings and targeted support structures for high-complaint provinces, while

maintaining service quality standards across all regions. These findings informed strategic planning for subsequent Hajj operations to ensure more equitable service delivery nationwide.

The tehsils of Karachi—Malir, East, South, Central, Korangi, and West—collectively contributed the majority of Sindh’s complaints, making Karachi the top city for complaint submissions. Punjab and KP placed second and third respectively in terms of complaint volume. Gilgit Baltistan and Azad Kashmir recorded the lowest number of complaints lodged.

Table 35: Province / Area-Wise Complaints Trend

Province	Number of Complaints	Percentage
Sindh	1120	34.3%
Punjab	850	26.0 %
KP	689	21.1%
Baluchistan	210	6.4%
AJK	220	6.7%
Gilgit Baltistan	178	5.4 %
Total	3267	100%

(v) **Age-Wise Complaints Trends**

The complaint data revealed significant variations across age groups, with Hujjaj aged **30-39 years** lodging the highest number of complaints at **994 (30.5%)**, followed closely by the **20-29 years** group with **782 complaints (24.7%)**. Together, these two age cohorts accounted for **55.2%** of all grievances, indicating that younger Hujjaj were more likely to report service issues. This trend may reflect higher expectations, greater awareness of complaint mechanisms, or more frequent interaction with Hajj services among these demographic groups.

Complaints gradually decreased with advancing age, with the **40-49 years** group submitting **633 complaints (18.4%)**, and older Hujjaj **50+ years** accounting for less than **20%** of total grievances. Notably, the **60+ years** group registered only **185 complaints (5.6%)**, potentially due to lower complaint propensity or different service experiences. These findings suggest the need for targeted communication strategies and service adaptations to better meet the expectations of younger Hujjaj while maintaining quality standards for all age groups. The data underscores the importance of demographic considerations in designing pilgrim support systems for future Hajj operations.

Table 36: Age-Wise Complaints Trends

Age Group	Number of Complaints	Percentages %
30 – 39 Years	994	30.5
20 – 29 Years	782	24.7
40 – 49 Years	633	18.4
50 – 59 Years	413	13.6
Under 20 Years	250	7.7
Above 60 Years	185	5.6
Total	3267	100

(vi) Building-wise Complaints Statistics

Across all buildings, the average number of complaints stands at approximately 17, but several buildings far exceed this benchmark. Building 202 tops the list with 201 complaints, major issues in accommodation (103), food (43), and transport (28), along with notable concerns in welfare staff (8) and other categories. Building 207 follows with 96 complaints, driven largely by accommodation (43) and transport (23). Building 409 reported 92 complaints, again dominated by accommodation (41) and food (29) issues. Building 201 had 73 complaints, primarily in Accommodation (30) and food (25). Others in the top 10 include Building 603 (66 complaints), 503 (63), 310 (56), 421 (52), 312 (52), and 513 (43) — with common complaints across accommodation, transport, food, and welfare staff. Notably, Building 312 had 44 transport complaints but minimal issues in other areas, while Building 503 showed a relatively even distribution across all complaint types. This clustering of high-volume buildings suggests that service delivery issues are more acute in specific zones, with accommodation and transport being the most consistent problems across the buildings. Following table shows the pictorial analyses of complaints lodged in top 20 buildings of Makkah in 2025

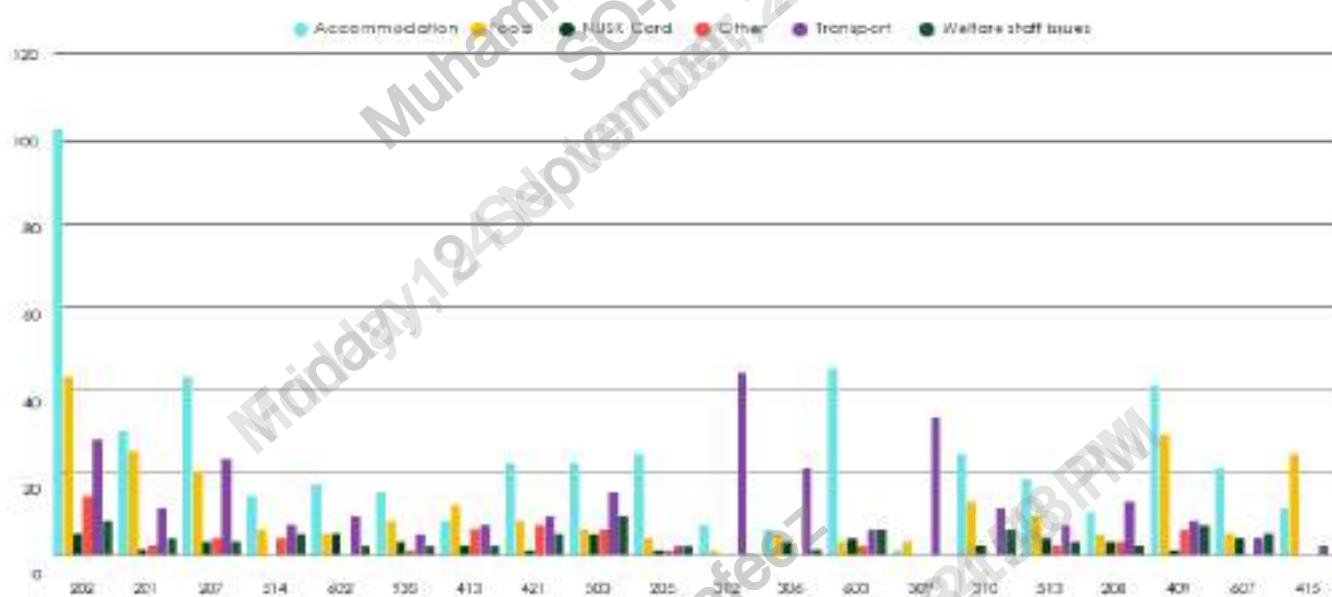


Figure 41: Building-Wise Complaints Trends

(vii) Pre -Hajj Complaints Trends 2025

The pre-Hajj phase for Pakistani Hujjaj in 2025 revealed two predominant complaint categories, with food-related issues and accommodation problems each accounting for **43.2%** of total grievances. These parallel percentages indicated systemic challenges in meal quality and lodging standards that required immediate attention before the main Hajj rituals commenced. Transportation issues represented the third-largest category at **21.3%**, highlighting logistical difficulties in pilgrim mobility during the preparatory period.

Other notable concerns included Nusuk Card problems (7%) and welfare staff-related complaints (6.3%), while miscellaneous issues fell under the "Others" category (3%). The data demonstrated that resource allocation and service quality in catering and accommodation demanded priority interventions, while secondary focus was needed on transportation systems and administrative processes. These findings guided operational adjustments that were implemented before the core Hajj period to enhance pilgrim satisfaction.

Total Complaints received in Pre Hajj period: 2655

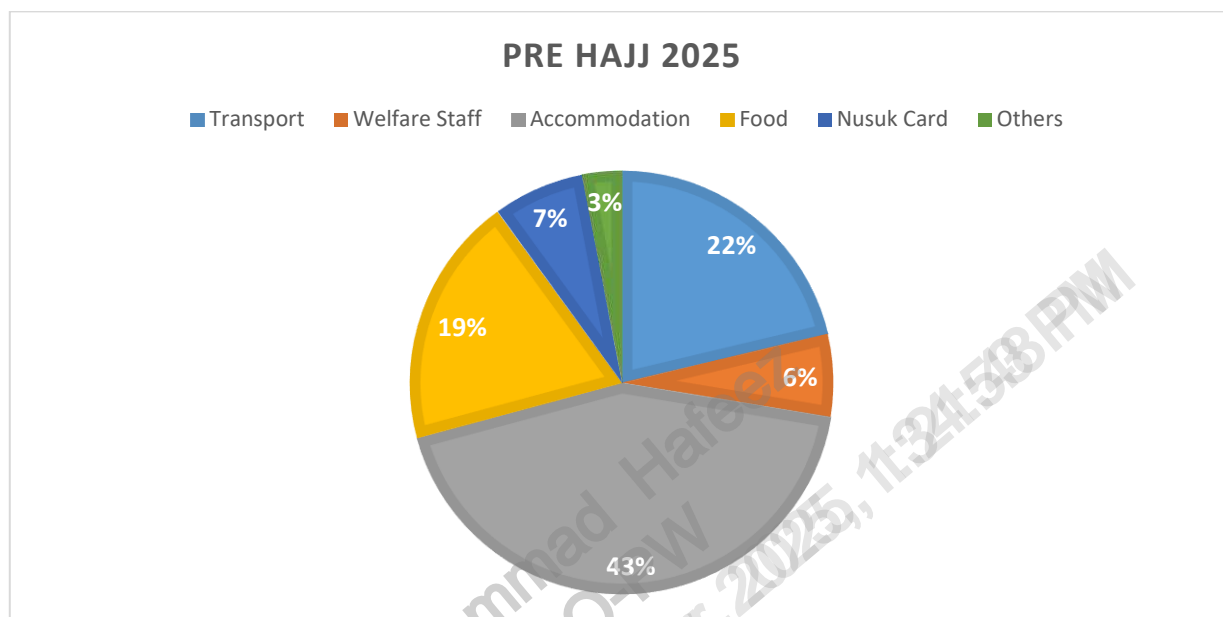


Figure 42: Pre-Hajj Complaints

(viii) Trend of Complaints during Mashair Days

The operational challenges during Mashair Days 2025 revealed significant service delivery gaps, with transportation issues emerging as the predominant concern, accounting for 48.8% of all complaints. This exceptionally high percentage primarily stemmed from the transportation system being managed by the Makatib authorities under the Saudi government, which created coordination challenges between Pakistani Hujjaj and the transport providers. Accommodation-related complaints followed at 22.3%, indicating persistent shortcomings in Mina and Arafat lodging facilities, while food services generated 15.7% of grievances, pointing to ongoing catering quality issues during this intensive ritual period.

Notably, welfare staff complaints rose to 12.4% during Mashair Days, reflecting increased service pressures on support personnel working under difficult conditions. The minimal 0.8% complaints about Nusuk Cards suggested almost all hujjaj had obtained the NUSUK cards and were no more required during the peak pilgrimage period. These findings highlight the need for stronger coordination mechanisms between the Pakistan Hajj missions and Saudi transport authorities, while reinforcing that accommodation standards and food services require continued attention to improve the overall pilgrimage experience.

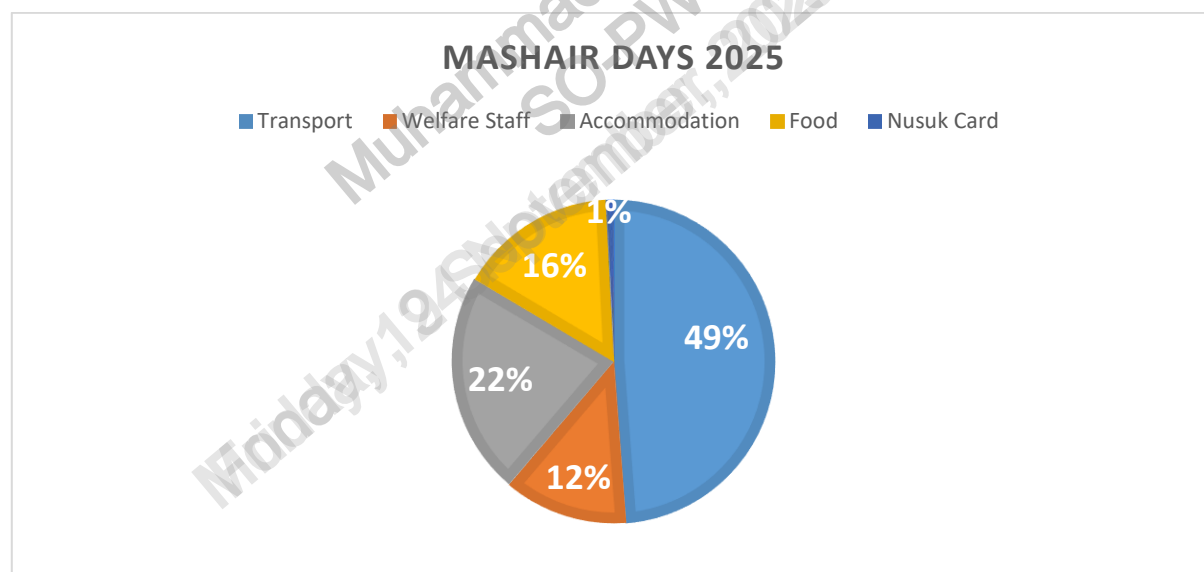


Figure 43: Mashair Days Complaints

(ix) **Sector- wise Complaint Trends**

The complaint data from Hajj Mission 2025 revealed significant disparities across different sectors, with **Sector 2** recording the highest number of complaints at **593**, accounting for approximately **18.2%** of the total 3,267 grievances. This was followed by Sector-4 (476 complaints, 14.6%) and Sector 5 (407 complaints, **12.5%**), indicating that Hujjaj in these sectors faced more pronounced service challenges. The concentration of complaints in these areas suggests potential gaps in accommodation quality, transportation efficiency, or accessibility to essential services, warranting targeted interventions for future Hajj operations.

In contrast, Sector 9 (169 complaints, 5.2%) and Sector 7 (170 complaints, 5.2%) reported the lowest complaint volumes, reflecting relatively better service delivery or fewer operational issues in these areas. The minimal grievances from these sectors could serve as a benchmark for identifying and replicating best practices across other sectors. Notably, Sectors 1, 3, 6, 8, and 10 fell in the mid-range, with complaints ranging from **220 to 333**, highlighting variability in pilgrim experiences even within the operational domain.

The sector-wise distribution underscores the need for a balanced and equitable approach to service provision. While high-complaint sectors like **2, 4, and 5** require immediate attention—particularly in logistics, accommodation, and crowd management—the lower-complaint sectors (**7 and 9**) offer valuable insights into effective service models. Addressing these disparities through improved resource allocation, staff training and infrastructure upgrades will be critical to enhancing overall Hujjaj satisfaction in future Hajj missions.



Figure 44: Sector-Wise Complaints Analysis

(x) **Performance Efficiency Index in Resolution of Complaints**

The Complaint Cell demonstrated a strong complaint resolution mechanism, with 2,574 cases (78.8%) successfully resolved, reflecting an efficient response system for addressing pilgrim grievances. This high resolution rate indicated that the majority of service-related issues were promptly and effectively handled by the mission's support teams. Only 3 complaints (0.1%) remained unresolved, suggesting near-complete closure of valid cases.

A notable portion of complaints, 618 (18.9%), were categorized as invalid, likely due to duplicate submissions, incorrect filings, or issues outside the mission's jurisdiction. This distribution underscored the importance of improving complaint validation processes to reduce administrative overhead. Overall, the resolution metrics confirmed that the Hajj Mission 2025 maintained robust grievance redressal systems, ensuring timely assistance to Hujjaj while identifying areas for procedural refinement in future operations.

Table 37: Performance Efficiency Index in Resolution of Complaints

Status	Count	Percentage %
Resolved	2627	80.4
Unresolved	0	0
In Process	22	0.67
Invalid	618	18.92
Total	3267	100

(xi) Efficiency Rate of Complaints/Inquiries Redressed

The complaint resolution data revealed significant variations in response times across service categories. Food-related complaints demonstrated the most efficient processing, with the fastest resolution achieved within one hour and most cases addressed within 4 hours. Transport issues showed similarly prompt handling, with initial responses in 1 hour and majority resolved within 6 hours. However, Nusuk Card complaints experienced substantially longer delays, taking a minimum of 3 days and extending beyond 15 days for resolution. This was primarily due to the cards being administered by the Makatib system under Saudi government jurisdiction, which created procedural complexities and limited direct control for the Pakistani Hajj Mission.

While immediate-service complaints (food, transport) were resolved efficiently, accommodation and welfare staff issues required 6-24 hours on average. The extended resolution timeline for Nusuk Cards highlights the need for: (1) stronger coordination mechanisms with Saudi authorities, (2) pre-Hajj digital literacy programs for Hujjaj, and (3) dedicated liaison officers for Makatib-related processes. These findings suggest implementing dual strategies - optimizing internal complaint resolution protocols while establishing formal escalation channels with Saudi partners/Service Providers to improve cross-jurisdiction administrative processes in future Hajj operations.

Table 38: Efficiency Rate of Complaints/Inquiries Redressed

Complaint Type	Fastest Resolution Time	Average Resolution Time	Maximum Delayed Resolution Time
Food	1 Hour	1 – 4 Hours	4 Hours
Accommodation	2 Hours	6 – 12 Hours	1 Day
Transport	1 Hour	2 – 6 Hours	1 Day
Welfare Staff	3 Hours	8 – 24 Hours	2 Days
Nusuk Cards	3 Days	7 – 15 Days	15+ Days
Others	2 Hours	4 – 8 Hours	2 Days

(xii) Efficiency Rate of Channel Used for Complaints

Following data reveals that WhatsApp/Call Center Helpline emerged as the most efficient and preferred channel for complaint redressal among Pakistani hujjaj during Hajj 2025, accounting for the highest percentage of reported grievances. This preference was primarily due to the rapid response time offered by these digital channels, where Hujjaj received immediate acknowledgment and real-time updates on their complaints and inquiries. This was closely followed by the Hajj Management System (HMS), indicating Hujjaj increasing

comfort with digital platforms for issue resolution. Interestingly, the Front Desk physical complaint mechanism registered the lowest utilization rate, suggesting a clear shift towards remote and accessible communication channels among Hujjaj during the Hajj operations.

The predominance of digital complaint channels (WhatsApp/Call Center and HMS) highlights the success of the Hajj Mission's investment in technology-enabled grievance mechanisms. This trend underscores the importance of maintaining robust digital infrastructure, multilingual support, and 24/7 availability for future Hajj operations. The relatively lower usage of physical front desks may prompt a re-evaluation of resource allocation between digital and in-person complaint resolution systems to better align with pilgrim preferences and behavior patterns.

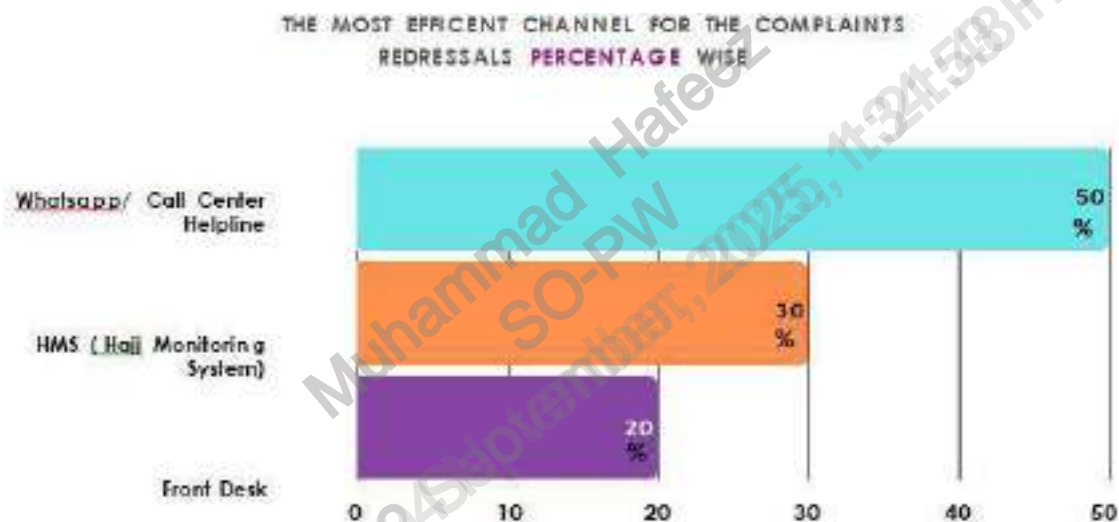


Figure 45: The Most Efficient Channel for Complaints Redressals

g. Issues & Challenges

(i). Hujjaj Contact Limitations

The call center encountered difficulties in assisting Hujjaj due to the non-availability of international/KSA phone numbers among Hujjaj. Moreover, the communication facility installed in call center did not have the international calling facility. Without local/ Saudi numbers with Hujjaj, Call Center agents were unable to initiate outgoing calls to follow up on inquiries or to provide timely assistance. This limitation forced Call Center to rely solely on incoming calls to seek help, resulting in increased call volumes and longer waiting times.

Furthermore, attempts to use alternative communication channels such as “messaging apps” / portal proved inconsistent due to varying levels of digital access and literacy among the Hujjaj demographics. This communication barrier ultimately reduced the efficiency of support services and created frustration for both Hujjaj and call center staff.

(ii). Zong SIM Connectivity Issues

The Call Center's reliance on Zong SIM cards for telecommunications led to persistent operational disruptions. Staff frequently experienced call drops and unstable network connections, particularly during peak hours when call volumes were highest. These technical failures not only interrupted ongoing support sessions but also required Call Center agents to repeatedly redial or switch to backup communication methods, wasting valuable time and reducing productivity.

The inconsistent connectivity undermined the Call Center's ability to maintain reliable communication with Hujjaj delaying issue resolution and diminishing overall service quality. Addressing these network reliability issues is crucial to ensuring seamless operations in future Hajj seasons.

(iii). **Aging Hardware Problems**

The Call Center's operational efficiency was further hampered by outdated computer systems that could not meet the demands of high-volume data processing. The aging hardware, characterized by slow processing speeds and insufficient memory, frequently froze or crashed under heavy workloads.

These technical limitations forced call centre staff to rely on manual workarounds, increasing the time required to resolve inquiries and creating bottlenecks in service delivery. Additionally, the outdated systems were incompatible with modern software solutions, limiting the Call Center's ability to implement more efficient digital tools.

(iv). **Madinah Coordination Gap**

A critical operational shortcoming was the lack of effective coordination between the call center and Main Control Office (MCO), Madinah. The absence of a structured communication protocol meant that updates on pilgrim-related issues in Madinah were often delayed or incomplete. Without real-time information, Call Center agents struggled to escalate complaints or provide accurate updates to pilgrims, leading to prolonged resolution times and dissatisfaction among Hujjaj. The disconnections in coordination also hindered the call center's ability to track and follow up on complaints originating from Madinah-bound Hujjaj. Establishing a dedicated liaison team and implementing a streamlined communication framework with the MCO Madinah will significantly enhance operational efficiency and service responsiveness in future Hajj operations.

(v). **Weak Haram Guide Operations**

A critical gap identified in the 2025 Hajj operations was the absence of efficient teams of Haram guide, which created significant challenges in assisting lost Hujjaj, particularly during Mashair days. Without officially appointed guide stationed at key points around Haram, the call centers were forced to rely entirely on the voluntary assistance of Saudi security forces and local Pakistani Haram staff to help disoriented Hujjaj - especially elderly Hujjaj - find their way back to accommodations. This systemic deficiency led to a notable increase in lost pilgrim cases and exposed pilgrims to unnecessary distress.

(vi). **Digital Glitches in HMS System**

- a) One of the key challenges faced by the Call Center was related to the Hajj Management System (HMS) portal. A critical flaw in the system was its rigid 24-hour automatic escalation protocol, which escalated unresolved complaints from the respective sector offices (Sectors 1-10) to the higher authorities without accounting for the complexity of certain issues. For instance, complaints regarding Nusuk card distribution often required more than 24 hours for resolution due to coordination delays with Saudi authorities, yet the system would still escalate them prematurely.
- b) Once escalated, sector-level complaint handlers were unable to take corrective action, as the system locked them out of further updates or re-assignments. This created a bureaucratic deadlock, where time-sensitive grievances—such as lost pilgrims or urgent accommodation needs—remained stuck in procedural limbo, frustrating both Hujjaj and staff.
- c) The inflexibility of the escalation mechanism not only delayed resolutions but also eroded trust in the complaint redressal process, highlighting the need for a more adaptive HMS design that allows manual adjustments based on case complexity and external dependencies.

h. **Recommendations**

(i). **Establishment of Call Center at Madinah**

A full-time Call center should be established within the MCO Madinah to serve as the primary liaison between Makkah and Madinah's offices. This role would ensure seamless coordination by maintaining real-time tracking of all Madinah-related Hujjaj cases, establishing a dedicated escalation protocol for urgent complaints, and implementing standardized information-sharing procedures.

(ii). **Efficient Haram Guide Deployment Program**

To enhance on-ground support for Hujjaj it is strongly recommended to appoint trained Haram guides for future operations. These guides should be from the Muavineen stream of welfare staff and should fall within the jurisdiction of Coordinator Makkah. The progress on Haram Guides should be monitored during daily morning meetings. This efficient management/ presence would not only reduce the burden on call center but also provide immediate, reliable support to prevent Hujjaj from getting lost.

(iii). **Comprehensive Helpline Orientation Program**

To maximize the effectiveness of the pilgrim helpline, a structured orientation program should be introduced in Haji Camps trainings. This initiative would educate Hujjaj on proper helpline usage, including when and how to seek assistance, essential information to prepare before calling, and understanding different service channels. Educational materials—such as multilingual pictorial guides, instructional videos, and QR-code-linked tutorials—should be distributed alongside Hajj ID cards.

7.2. Monitoring & Vigilance Cell

a. Overview

The Monitoring and Vigilance Unit played a critical role in ensuring the quality and compliance of services provided to pilgrims during the Hajj mission. Through daily monitoring and vigilance activities, the unit submitted numerous reports, including Daily Monitoring Reports (DMRs), Daily Vigilance Reports (DVRs), and detailed inspections of 47 buildings and 22 catering companies. The unit also engaged in real-time feedback collection, on-the-spot issue resolution, and trend detection, which helped address problems promptly and improve the overall Hujjaj experience. These efforts supported strategic decision-making, enhanced accountability among service providers, and prevented the escalation of issues.

However, the unit faced significant challenges, including resource constraints during peak periods, a shortage of staff, and the absence of a digital feedback tracking system. These limitations hindered comprehensive coverage and efficiency. To address these issues, recommendations were made to deploy adequate staff from the outset, establish a centralized digital feedback system, and develop a structured monitoring and inspection schedule aligned with Hujjaj arrivals. These measures aim to enhance the unit's effectiveness in future missions.

b. Operational Structure and Muavineen Deployment



Figure 46: Operational Structure of Monitoring, Vigilance & Media

c. Key Responsibilities

(i). Ensuring the Comfort of Hujjaj through Regular Inspections:

The core mandate of the Monitoring and Vigilance Unit was to ensure that all services comply with established standards of safety standards and comfort. To fulfill this mandate, the Unit was tasked with conducting inspections across various operational domains, including accommodations, food service facilities, dining halls, sanitation systems & transportation services.

(ii). To Assess Satisfaction Levels by Gathering Direct Feedback from Hujjaj

Understanding the experiences and satisfaction was essential for continuous improvement. The unit actively engaged with Hujjaj through surveys and feedback forms to gather insights into their experiences. This direct feedback mechanism enabled the identification of areas where services exceeded and where enhancements were needed.

(iii). To Guarantee High-Quality Service Delivery by Supervising Welfare Staff Performance

The Monitoring and Vigilance Unit was mandated to supervise the performance of both Pakistan-based and Local Muavineen. As part of this oversight function, the Unit conducted regular vigilance to assess responsiveness, professionalism, and compliance with predefined duties and duty rosters.

(iv). Highlighting Observations & Challenges

Another objective of establishment of this unit was to systematically compile comprehensive reports that document observations, identify performance and compliance by different service providers and provide actionable recommendations.

d. Implementation strategy

(i). Monitoring Methodology

- Monitoring team collected feedback on the proforma (*Annex-11*) approved by the Coordinator Makkah.
- Monitoring team was assigned the task to collect feedback of:
 - at least 5 Hujjaj per building
 - at least 10 buildings per day
 - at least 03 sectors per day.
- Each building was monitored approximately 4 to 5 days after the induction of Hujjaj.
- Monitoring team developed daily efficiency index of each category on the basis of feedback collected each day. This index was calculated by dividing the number of satisfied Hujjaj in each service category and sub-category (such as building, food, transport and welfare staff) by the total number of Hujjaj who provided feedback on that particular day.
- A sample of Daily Efficiency Index report is placed as *Annex-12*.

(ii). Vigilance Mechanism

The unit adopted following mechanism for vigilance of Welfare staff:

- (a) Surprise checks at designated duty points
- (b) Checking Attendance of Muavineen in accordance with the duty rosters.

- (c) Forwarding the report of absent Muavineen to Administration Section for action against the delinquents.
 - Monitoring team has visited 214 duty points at different buildings and 45 bus stops.
 - Monitoring team also conducted Special vigilance of TPT staff members performing duty in transport operation for Jumma prayer.

(iii). **Transport Inspection Methodology**

- (a) Transport inspection included inspection of buses and visits of drop points used for transportation of Hujjaj.
- (b) This Salwat Transport and the Inter-City Transport inspections were carried out in light of Coordinator Makkah approved checklist (*Annex-13*).
- (c) The checklist included inspection of the following:
 - Transport plan & bus deployment adherence
 - Bus standards (model & condition)
 - Breakdown response & immediate replacement
 - Support systems provision & functionality
 - Provision of free service (additional buses for Friday prayers)
 - Provision of free service (shelter & water at drop points).

(iv). **Building Inspection Methodology**

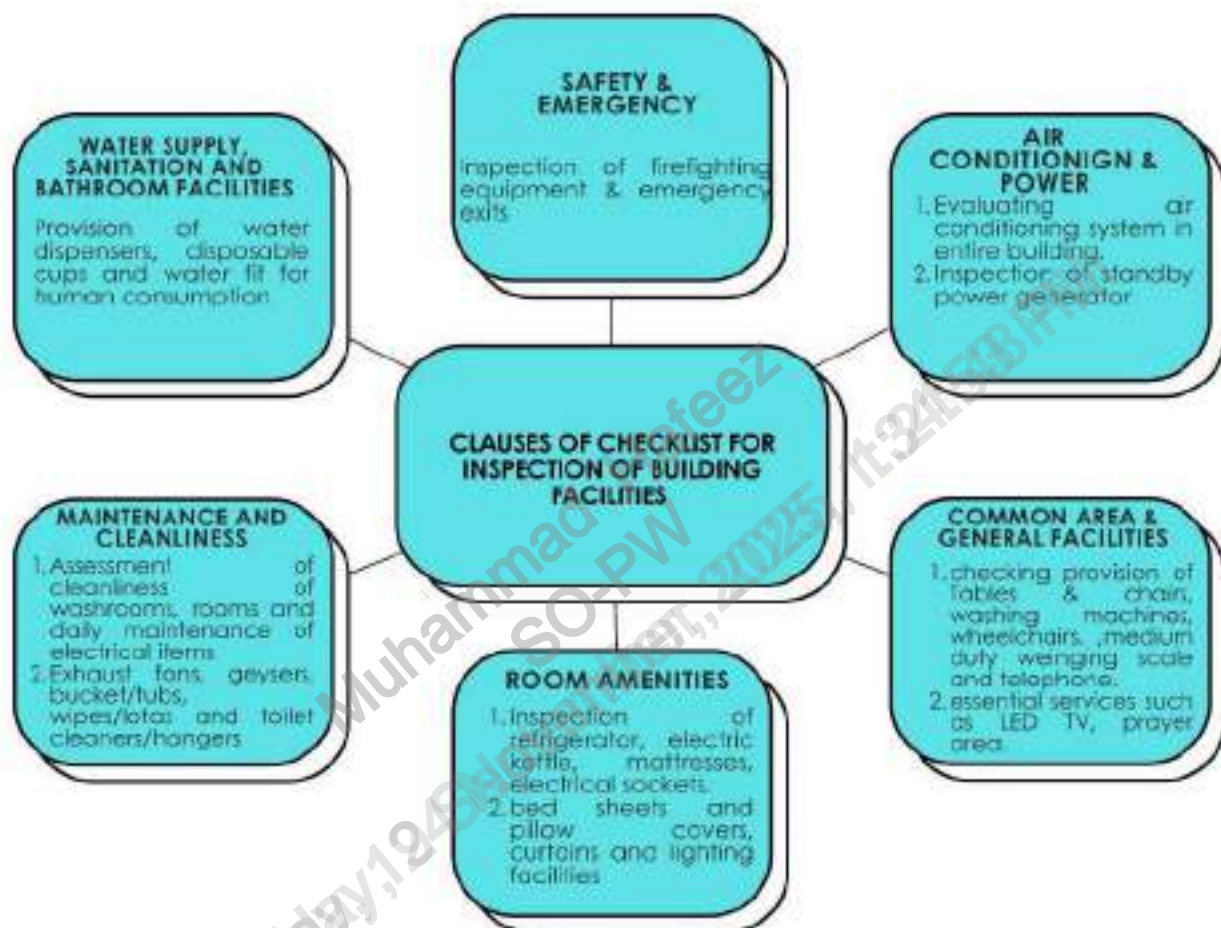
- (a) The unit carried out thorough inspections of building.
- (b) The unit planned inspection everyday keeping in view the flight schedule so that a building may be inspected after induction of maximum Hujjaj in it.
- (c) Each inspection was carried out with a focus on verifying compliance with the stipulated service agreements.
- (d) To ensure transparency and accountability, photographic evidences were collected during the inspections, capturing both compliant practices and instances of non-compliance.
- (e) For building inspection, a checklist (*Annex-14*) was provided to monitoring unit to check if the building facilities provided by the owner conform to the agreement or not. The checklist was carefully prepared in light of the agreements with Accommodation service providers.
- (f) Based on the checklist, an overall percentage of compliance by the building owner was calculated. A detailed report outlining the inspection findings for each building was submitted to coordinator Makkah for appropriate action.

A brief overview of checklist is given below:

(i). **Catering Inspection Methodology**

- (a) Monitoring Unit conducted thorough inspections of food preparation areas, dining halls in different buildings and distribution facilities in light of the checklist containing all the clauses of the agreement (*Annex-15*).
- (b) Catering inspection included checking dining areas Food inspection included inspection of dining areas of buildings and food preparation area.

The checklist included the inspection of the following:



An overview of clauses covered in the checklist

5.5 Catering Inspection Methodology

1. Monitoring Unit conducted thorough inspections of food preparation areas, dining halls in different buildings and distribution facilities in light of the checklist containing all the clauses of the agreement (Annex-IV).
2. Catering inspection includes checking dining areas Food inspection includes inspection of dining areas of buildings and food preparation area.

CATERING/FOOD INSPECTION CHECKLIST CLAUSES

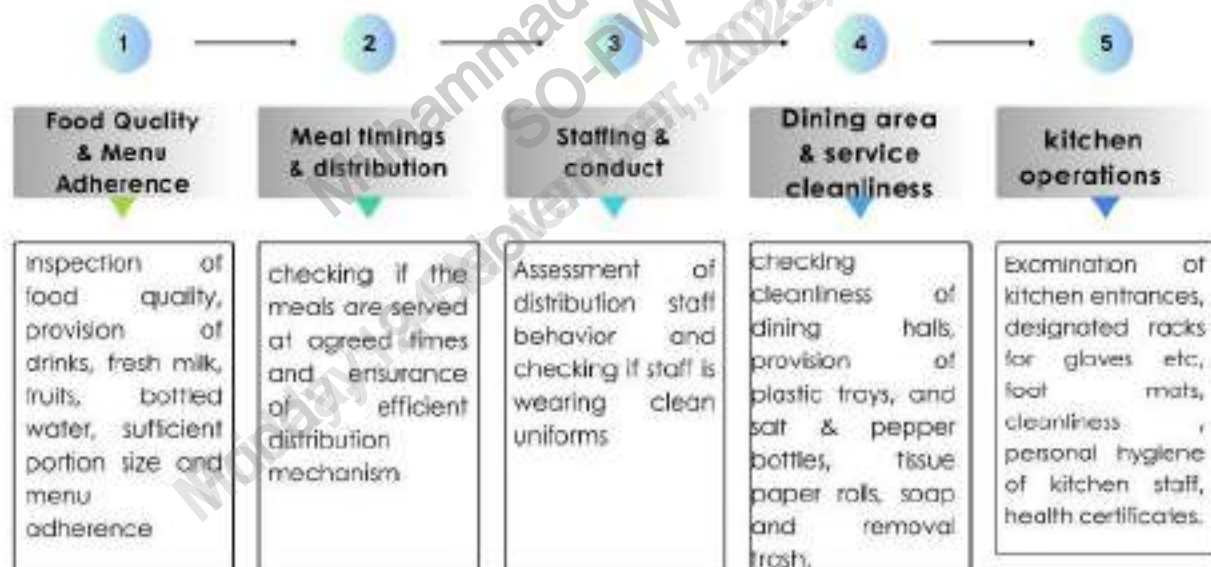


Figure 47: An Overview of the Clauses of Catering Contract

e. **Core Findings and Notable Observations:**

Assessment of Accommodation Service Providers

- The graph illustrates the compliance performance of various buildings based on inspections conducted by the monitoring team.
- Each building's score reflects its adherence to operational and service agreements.
- Building 714 recorded the highest compliance at 93.5%, while the Hajj Medical Mission (HMM) building showed the lowest at 56%.

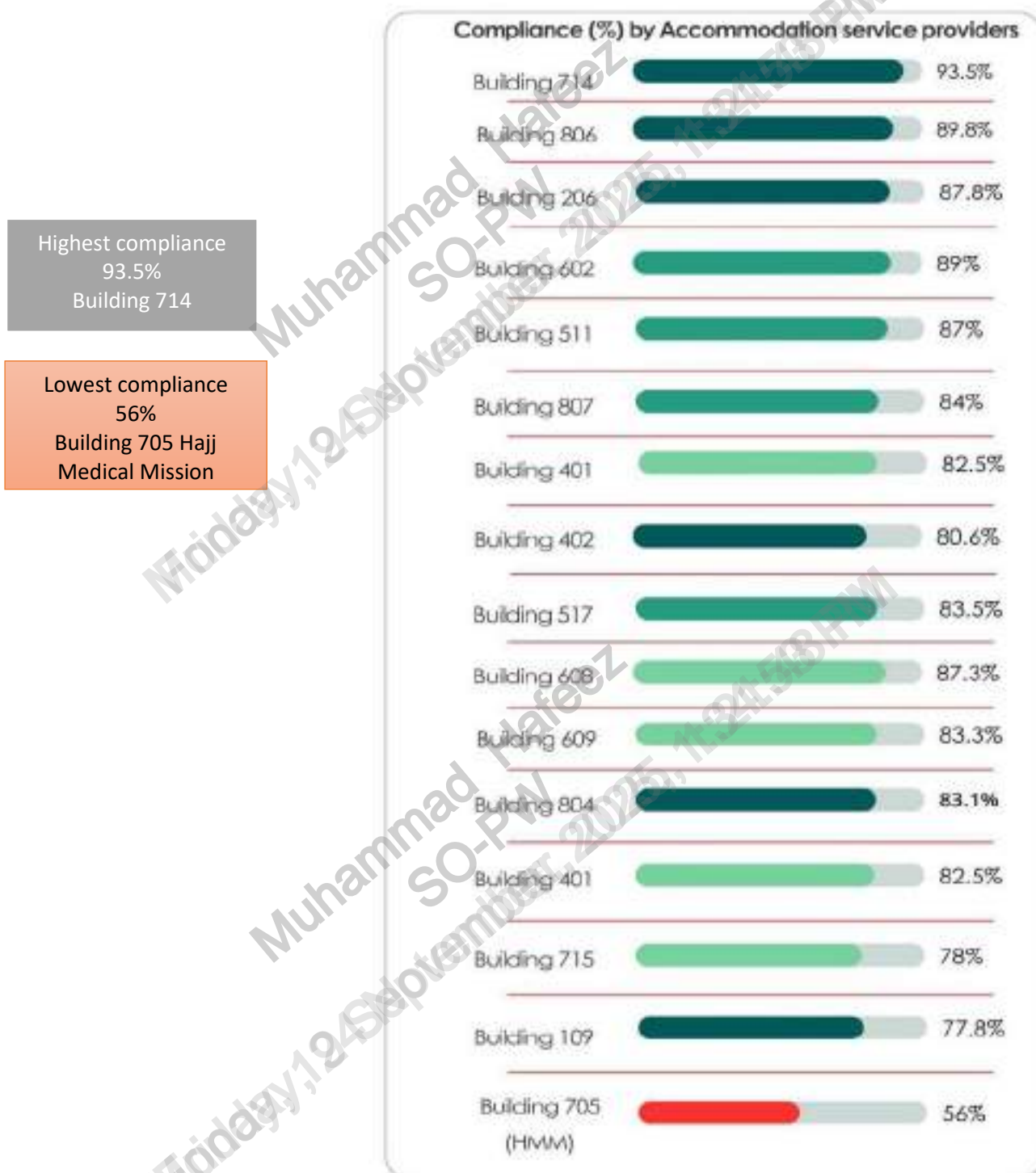


Figure 48: Compliance Percentage of Accommodation Service Providers

building 714 (highest compliance)
Pictures taken during inspection



Cleanliness in building



Air conditioner and electric mosquito repellent installed



Fire extinguisher available



Inspection of power generator

HMM Building (lowest compliance)
Pictures taken during inspection



Broken Air conditioner



Poor cleanliness in lift



Filed & smelly dustbin



No light in staircase

Figure 49: Highest & Lowest Compliance Buildings

Sifwat ul Wisam (highest compliance)
Pictures taken during inspection



Personal hygiene condition of staff checked during inspection



Air curtains installed



Dry and clean kitchen floor

Baharat al Asia (lowest compliance)
Pictures taken during inspection



Complimentary dinner being prepared for Hujaj



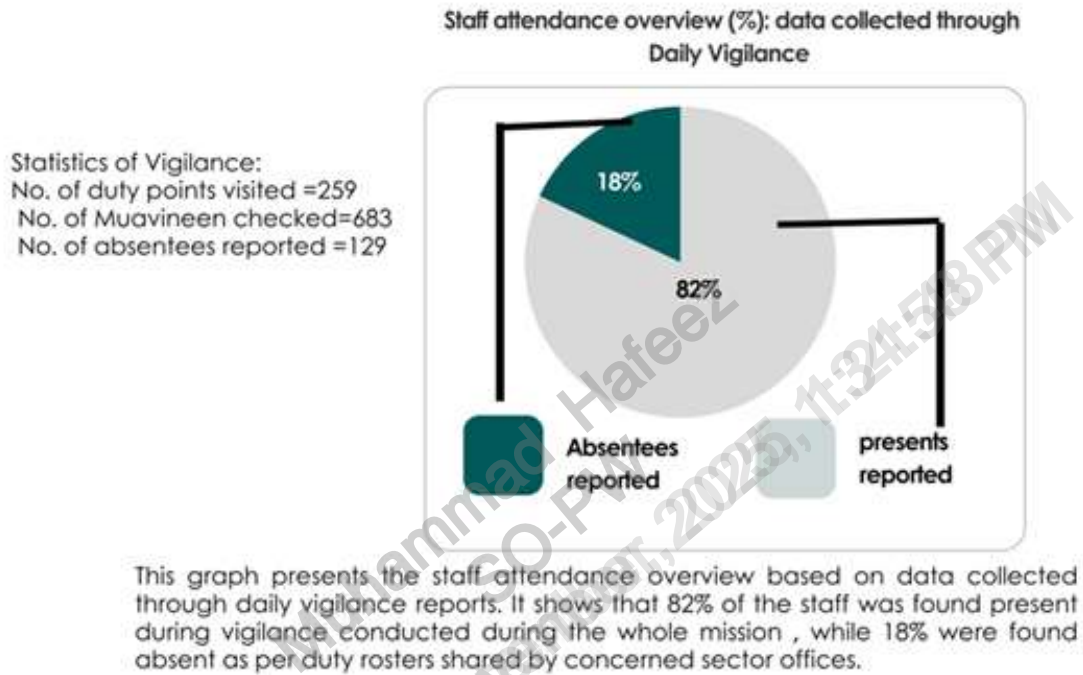
Filled waste bins



Manual washing of large containers

Figure 50: Highest & Lowest Compliance Caterers

Welfare Staff Attendance



Age wise satisfaction of Hujjaj

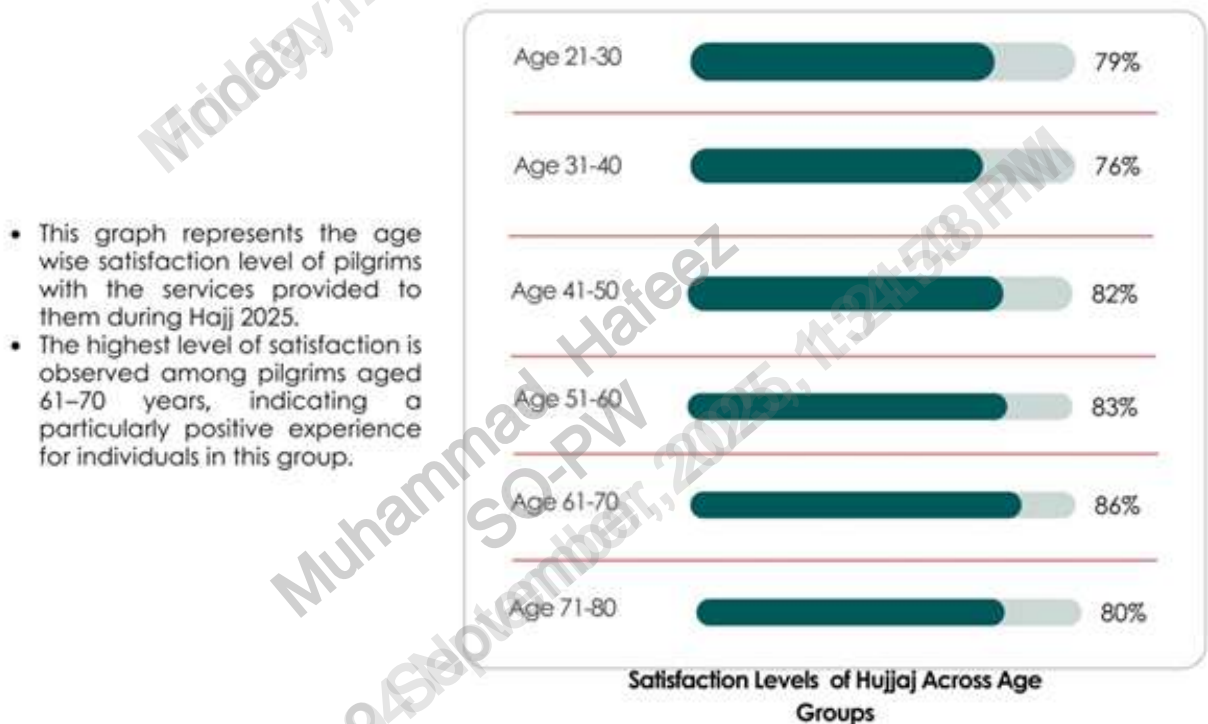


Figure 51: Welfare Staff Attendance & Age-Wise Satisfaction of Hujjaj

Analysis of Hujjaj Satisfaction with Facilities during Hajj Mission 2025

The graphical representation provides a comprehensive overview of the satisfaction levels among pilgrims (Hujjaj) regarding the key facilities offered during the Hajj Mission 2025. The data, meticulously collected through structured feedback mechanisms, evaluated four essential service areas: **Transport, Food, Welfare Staff, and Building (Accommodation)**. The satisfaction levels with the behavior and services of the welfare staff were exceptionally high, consistently approaching 100% throughout the mission.

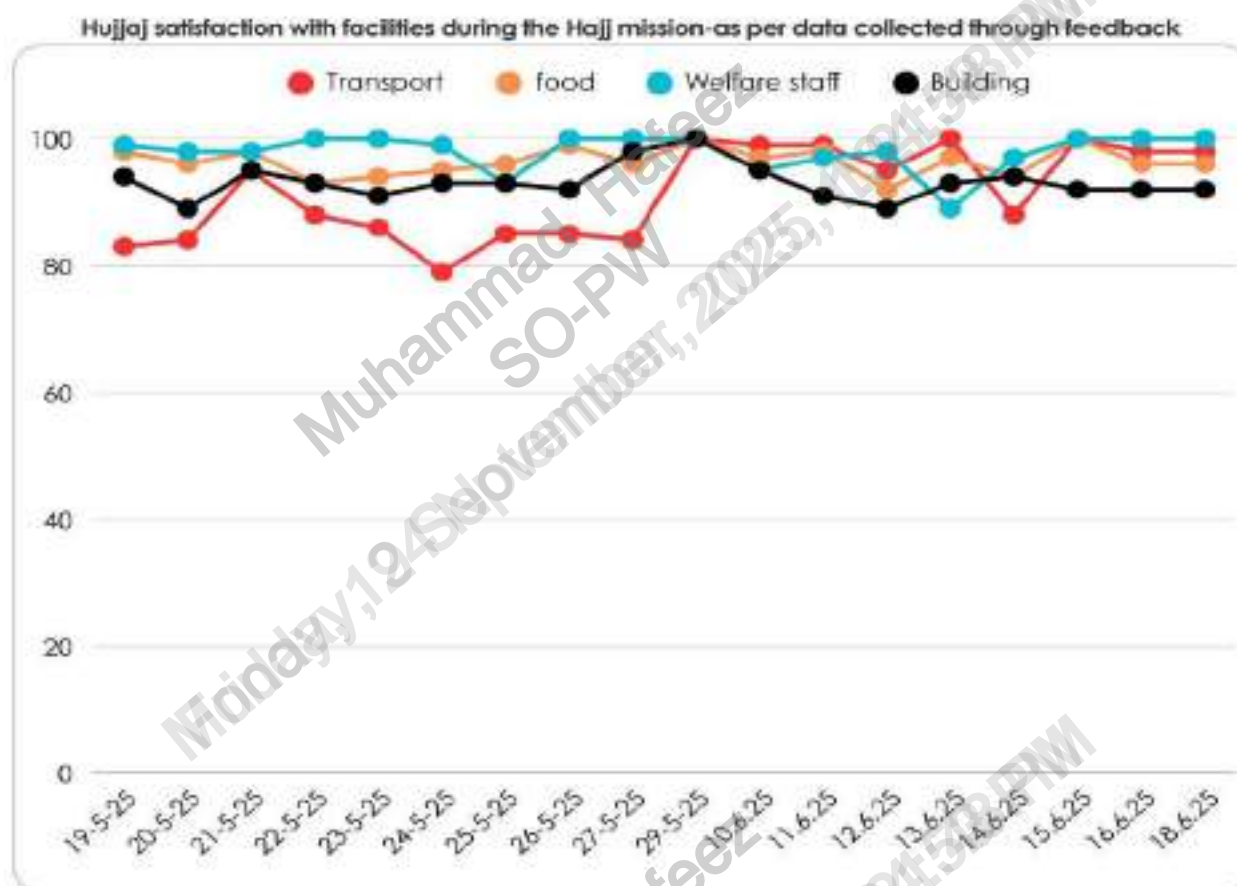
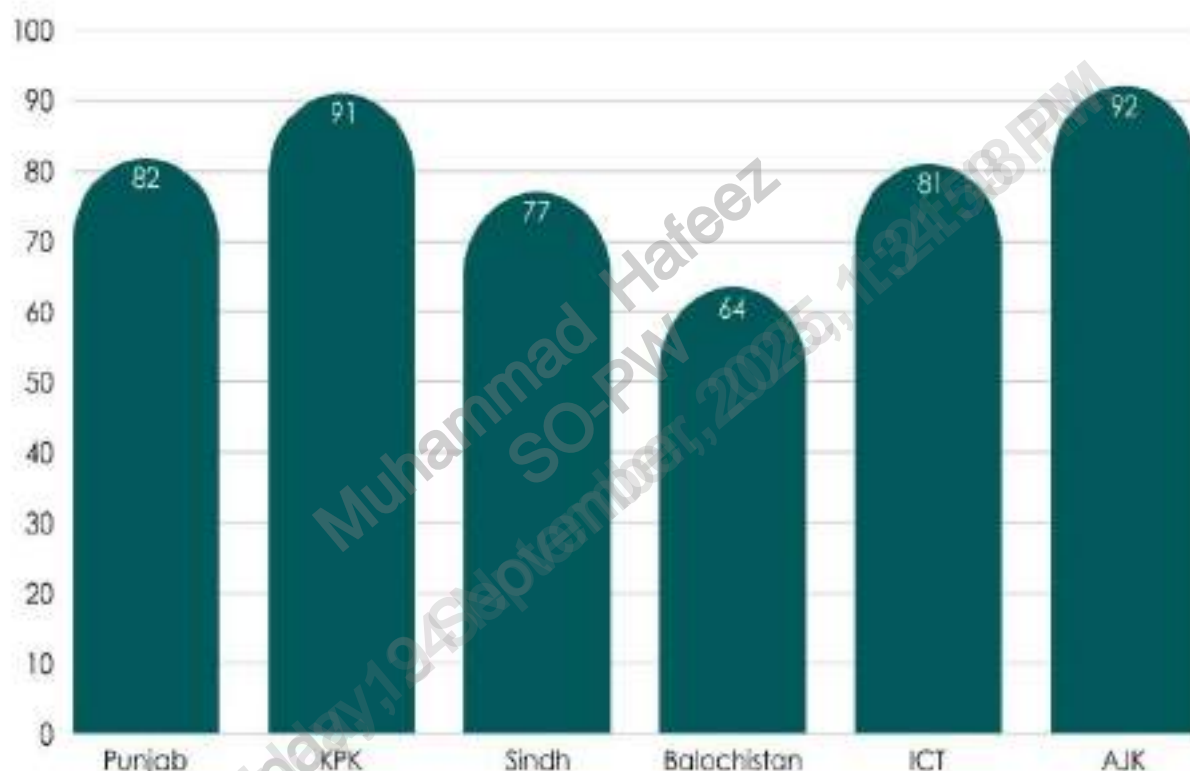


Figure 52: Facility-Wise Satisfaction of Hujjaj

The accommodation facilities received strong positive feedback, with satisfaction levels remaining stable and high. This indicated that the living arrangements were well-maintained, comfortable, and met the expectations of the Hujjaj. The quality and distribution of food were rated favorably, reflecting effective meal planning and execution. The satisfaction levels in this category demonstrated that the dietary needs and preferences of the pilgrims were adequately addressed. Transport emerged as the area with comparatively less satisfaction level, exhibiting noticeable fluctuations and a significant decline at certain intervals. This highlighted operational challenges, such as delays, overcrowding, or inadequate number of vehicles, which necessitated immediate corrective measures. This might be due to irrational hujjaj to buses ratio which often got exacerbated during juma and isha prayers despite the best possible efficient management of transport with resource constraints.

Province-wise satisfaction level (%) of Hujjaj

Province wise satisfaction level (%) of Hujjaj- As per data collected through feedback



This chart reflects the province wise satisfaction level (%) of Hujjaj, assessed on the basis of data collected through daily monitoring.



Province with highest satisfaction level

Azad Jammu & Kashmir

Hujjaj belonging to AJK are highly satisfied with the services provided during Hajj 2025



Province with lowest satisfaction level

Balochistan

Most Hujjaj complained about late arrival of buses and far pick up/drop off points.

Figure 53: Province-Wise Satisfaction of Hujjaj

f. Progress & Achievements:

(i). Performance milestones

The following figures reflect the Monitoring and Vigilance Unit's operational performance and achievements across various domains.

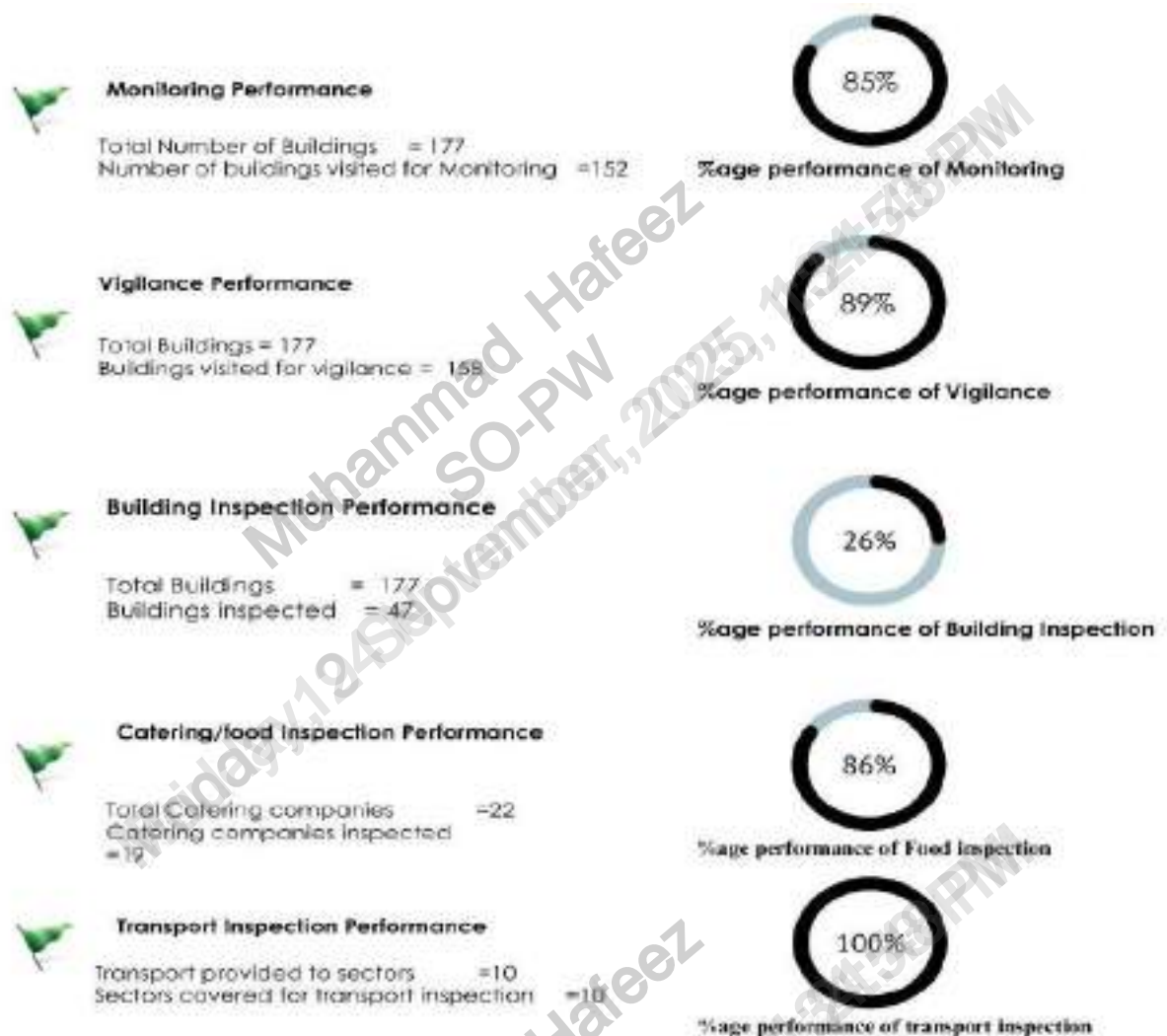


Figure 54: Performance Milestones of Monitoring & Vigilance Unit

(i). Reports Submitted:

Throughout the Hajj mission, in addition to daily monitoring and vigilance activities, the Monitoring and Vigilance Unit carried out consistent field inspections to evaluate the quality and compliance of services provided to the Hujjaj. The unit ensured that all findings were thoroughly documented and submitted through structured reporting mechanisms. During the course of the mission, the following reports were submitted:

- The Monitoring & Vigilance Unit submitted 22 Daily Monitoring Reports (DMRs).
- The Monitoring Unit submitted 20 Daily Vigilance Reports (DVRs).
- Detailed inspection reports of 16 buildings were submitted.
- Detailed inspection reports of 13 catering companies were submitted by Monitoring & Vigilance Unit.
- Monitoring & Vigilance Unit also submitted detailed inspection report of Mawakib al Khair (Salwat Transport).

(ii). **Real-time Feedback**

Surveys captured the real-time experiences of pilgrims, highlighting issues that might not be reported. It helped the mission to identify and address problems promptly, improving the overall experience.

(iii). **Comprehensive Assessment**

Feedback surveys presented both positive and negative aspects, providing a balanced perspective. Pilgrims expressed their grievances alongside their appreciation for the services.

(iv). **On the spot issue resolution**

Monitoring team not merely observed and reported issues but actively intervened and directed the concerned staff to resolve problems on the spot.

(v). **Trend and Pattern Detection**

Feedback activities revealed recurring issues (e.g., delays in buses, overcrowding at certain locations) that may not be apparent from isolated complaints. This helped in planning and resource allocation.

(vi). **Hujjaj Engagement**

Involving Hujjaj through surveys made them feel heard and valued. It increased their satisfaction with the Hajj experience. It also encouraged constructive feedback rather than mere complaints.

(vii). **Prevention of Escalation**

Early detection of dissatisfaction through feedback prevented larger issues or public dissatisfaction from escalating.

(viii). **Support in strategic decision-Making**

The insights gained from the reports were instrumental in shaping policies, improving service delivery, and ensuring accountability among service providers. For instance, the Ministry evaluates companies serving pilgrims, based on compliance, service quality, and pilgrim satisfaction, using such reports to classify performance levels and enforce standards. The data collected helped in policy formulation, improving future missions, and ensuring sustainable improvements.

(ix). **Accountability**

Vigilance of Welfare staff created a sense of responsibility and accountability towards official duties. Monitoring created a strong sense of responsibility and accountability among all service providers. This not only ensured timely resolution of issues but also promoted a culture of discipline, responsiveness, and professionalism throughout the workforce.

g. **Issues & Challenges**

(i). **Resource Constraints during Peak Periods**

The presence of Pakistani pilgrims in 177 buildings spread across 10 different sectors posed a significant challenge in ensuring comprehensive coverage of all accommodations. This wide distribution, coupled with the large number of Hujjaj, made it difficult to inspect each building thoroughly and gather feedback from the targeted number of pilgrims. As a result, logistical constraints such as availability of vehicle and time limitations were factors that affected the overall coverage of inspections and the effectiveness of feedback collection.

(ii). **Absence of a Digital Feedback Tracking System**

A significant limitation was the lack of an integrated digital platform to collect and analyze feedback from pilgrims. Consequently, staff had to manually sort and interpret feedback, which was time-consuming and prone to errors.

h. Recommendations

- (i). To strengthen the overall effectiveness of service oversight, it is recommended that a detailed monitoring and inspection schedule be developed at the outset of the mission. This schedule should be aligned with the arrival timeline of the Hujjaj to ensure that monitoring efforts are proactive and timely.
- (ii). Establish a centralized digital feedback system.
- (iii). Additionally, a structured inspection plan covering key service areas such as accommodations, food facilities, sanitation, and transportation should be established in advance, with periodic checkpoints throughout the mission.

7.3. Media Coverage

a. Overview

For the first time in the history of the Hajj Mission, a dedicated *Media Cell* was established under the Coordinator Makkah during Hajj 2025. The cell was tasked with promoting awareness among Hujjaj about important matters; documenting, disseminating, as well as highlighting the operational efforts of the Hajj Mission through various digital platforms.

b. Key Responsibilities

The core objectives of the Media Cell were:

- To promote awareness and guide pilgrims during their stay at Makkah by uploading informative videos for Hujjaj.
- To record and upload feedback of Hujjaj about provision of facilities such as Accommodation, Food and Transport.
- To record and upload Welcoming Receptions & important events of Hujjaj arriving from Jeddah/Madinah and sharing for creating a strong positive impact.
- To document and showcase the operational and logistical efforts by Welfare Staff.
- Coverage of Daily Morning Meetings held by Coordinator Makkah with Core Team members
- Coverage of monitoring, inspection & vigilance.
- To enhance engagement with the public through social media.

c. Media Coverage & Activities

The Media Cell actively operated covering key components of the pilgrimage. Major activities included:

(i). Public Service Messages to Guide Pilgrims.

The Media Cell broadcasted informative messages aimed at guiding pilgrims regarding Saudi Taleemat, Hajj rituals and other safety measures such as technique of keeping NUSUK card safe (Figure 4.1) and other essential official procedures.



Figure 55: Media Cell Staff guiding Hujjaj, technique to keep their NUSUK cards safe

(ii). **Coverage of Daily Morning Meetings held by Coordinator Makkah**



Figure 56: Some Clicks from Coordinator Makkah Morning Meetings

(iii). **Khushhaal Haaji Campaign:**

The coordinator Makkah envisioned a Khushhal Haaji initiative to promote positive image of Pakistan Hajj Mission. To execute this directions, Media Cell conducted interviews of Khushhal Haaji regarding accommodation, transport, food, and other rituals to build a positive image of the Office of Pilgrims Affairs Pakistan (OPAP).



Snapshot of Videos of Khushhaal Haaji



Figure 57: Snapshot of Videos of Khushhaal Haaji

(iv) **Daily Highlights of Hajj Operations and Special Events:**

Daily coverage of major events including the reception of pilgrims at buildings, movement through Mashair, and special gatherings to maintain a digital archive of the Hajj 2025 operations.



Figure 58: Snapshot of videos of reception of Hujjaj at different buildings

(v) Digital Presence of Pak Hajj Mission

Youtube Channel

To ensure maximum outreach and accessibility:

A dedicated YouTube channel was launched, featuring over 127 videos with pilgrim testimonials, awareness clips, and behind-the-scenes coverage of Hajj operations. Link of the channel is given below:

<https://youtube.com/@khushalhaji2025?si=NngAB082aBaoqyVr>



Figure 59: Youtube Channel of Khushal Haji

Facebook Page

A Facebook page was created for providing daily updates, live streams, and important announcements. More than 200 videos have been shared through Facebook. Link of the Facebook channel is given below

<https://www.facebook.com/profile.php?id=61576993752423&mibextid=wwXIfr&mibextid=wwXIfr>



Figure 60: Facebook Page of Khushhal Haji

(VI) Coverage of Monitoring, Inspections and Vigilance

The Media Cell provided essential support to the monitoring, vigilance, and inspection teams by documenting field activities through photographs and video coverage. This visual documentation not only served as pictorial evidence of compliance by the service providers but also served as an important record for evaluation and official reporting



Figure 61: Collection of pictorial evidence during inspection for Compliance Reports

d. Progress & Achievements

- (i). Over 200 **interviews** of Khushhal Haji conducted and shared on Facebook, representing a wide demographic range and diversified sample size.
- (ii). More than **127 videos** shared during the Hajj season on YouTube.
- (iii). A significant number of Receptions of Hujjaj covered for creating FEELGOOD effects

e. Recommendations

While the Hajj Mission's digital presence through YouTube and Facebook proved effective in disseminating information and documenting activities, there remains significant potential to diversify outreach by expanding onto platforms such as Instagram and TikTok.

These platforms are particularly effective for engaging younger audiences, who increasingly rely on short-form video and visually dynamic content for news, updates, and storytelling.

By creating engaging reels, behind-the-scenes clips, and visually appealing infographics, the Mission can amplify its impact, foster real-time interaction, and enhance relatability for a broader demographic. Such an expansion would not only improve visibility but also cultivate stonger conections with the Hujjaj.

ADMIN & DISCIPLINE



SECTION 8: ADMINISTRATION & DISCIPLINE

8.1. Overview

The Admin and Discipline section has served as the backbone of the Hajj mission, by playing a pivotal role in the success of Hajj mission. The Admin and Discipline wing has ensured timely deployment of Muavineen/Nazims and provide necessary HR on requirement basis. This section has ensured that every Moavin should serve under strict code of conduct in the better interest of Hujjaj. Moreover, to initiate disciplinary proceedings against delinquent Moavineen was also a main component of admin section.

8.2. Operational Structure & Muavineen Deployment



Figure 62: Operational Structure of Muavineen Deployment

To ensure effective *Mashair* management and facilitation of Hujjaj in KSA, *Muavineen* were strategically deployed across various units and sections. The deployment details are outlined in the table below:

Table 39: Muavineen Deployment Details

Category	MCO	Field Staff	Total Pak Based Muavineen	Total Local Muavineen
Operations	5	355	360	296
Makatib Coordination	5	34	39	-
Support Staff	3	41	44	19
Transport	4	86	90	218
Admin & Discipline	4	-	4	3
Complaints, Monitoring & Vigilance	7	6	13	10
MDC	4	-	4	5
Quick Response Teams – 02	4	-	4	-
Total Strength	36	522	558	551
Total Strength of Muavineen			1109	

8.3. Key Responsibilities

- Allocate HR to sectors and manage their posting transfers efficiently.
- Hiring and deployment of local Muavineen on requirement basis.
- Ensure effective communication and collaboration between MCO & OPAP offices.

- d. Support Coordinator Makkah through correspondence and administrative tasks.
- e. Act as a communication link between Coordinator and various sectors.
- f. Uphold overall discipline within the Muavineen rank & file
- g. Handle disciplinary matters and conduct daily morning meetings.
- h. Ensure adherence to schedules and manage receipts/correspondence and disposed of accordingly.

8.4. Implementation Strategy

- a. Establishing effective mechanism for checking attendance including online/digital system
- b. Taking disciplinary actions against delinquent Muavineen by implementing code of conduct.
- c. Devising SOPs on administrative matters
- d. Disseminating critical information to field formations
- e. Coordination with sector coordinators for provision of adequate human resource
- f. Rationalizing workforce requirement in proportion to workload

8.5. Code of Conduct for Muavineen

In order to ensure decorum and discipline among the rank and file of Moaveneen, it was imperative to devise a comprehensive code of conduct for regulating matters pertaining to conduct of moaveneen. In addition, this aspect was also amply covered during training and orientation sessions held in Pakistan as well as KSA. Besides this, the coordinator Makkah would always lay great emphasis on the behavior of moaveneen during morning meetings with sector incharges. Moreover, for the very first time, a comprehensive code of conduct was obtained from each Moavin through undertaking which is at (*Annex – 2*).

8.6. Rewards & Punishment

Rewards and Punishment System was a critical component of the Hajj mission's management framework, aimed at ensuring accountability, enhancing motivation, and maintaining high standards of performance among welfare staff. In this regard, team leaders and their best team members (**143**) were awarded Shields and Appreciation Certificates keeping in view their dedication, professionalism and commitment as per following manner:

- Individual Excellence Certificates of Appreciation.
- Team Performance Shields and Certificates of Appreciation
- Participation/consolation Cerificates

For managing disciplinary cases against Muavineen who did not perform well, a disciplinary Committee was constituted to conduct disciplinary proceedings against the Muavineen. Composition of the committee is as under:

- a. Dy. Coordinator (Admin & Discipline), **Chairman**.
- b. Dy. Coordinator (Operations), **Member/ Secretary**.
- c. Dy. Coordinator (Complaints, Monitoring and Vigilance), **Member**.

8.7. Progress & Achievements

The Admin and Discipline Section displayed exceptional professionalism, dedication and efficiency during Hajj Operation 2025, ensuring efficient staff deployment and optimizing performance. To introduce successful *Nazim scheme* during Masha'ir days were a significant achievement of admin section. The timely deployment of HR in sections, transport & food enhanced the performance of these sections.

The disciplinary committee adjudicated 31 cases of Pak-based *Muavineen* received from Sector Coordinators, Vigilance Team and Hujjaj complaint, as per following details:

Table 40: Disciplinary Actions against Muavineen

Reported by:	Reported	Action Taken by Admn. & Discipline					
		Fined	Warned	Exonerated	Disposed-of	Invalid	Pending
Vigilance Team	129	3	3	-	121	2	-
Sectors Coordinators	2	-	-	-	2	-	-
Total	131	3	3	0	123	2	-

8.8. Issues & Challenges

The Admin Section faced few challenges during the Hajj mission, including:

- Abrupt reductions in the Hujjaj quota led to decrease in the strength of welfare staff, particularly *Muavineen-e-Hujjaj*, necessitating reliance on KSA-based local Muavineen.
- Acute shortages of trained Nazims and SDS staff was covered by deploying untrained personnel, causing minor issues in executing the nazim scheme effectively.
- Disruptions caused by the cancellation of flights due to pak India war carrying welfare staff from Pakistan to Saudi Arabia posed significant challenges during the pre-Hajj operation.
- The extension of welfare staff without daily allowance also significantly affected their morale / performance.
- Every year the deployment of Welfare staff in Madinah after conclusion of Hajj operation has been a persistent issue which has adversely affected the morale of Muavineen who served diligently for the success of mission. This short Madinah visit issue could be fixed permanently in the better interest of Hujjaj/future Hajj mission.

8.9. Recommendations

To enhance the capacity building of welfare staff and effective operations, the following recommendations are proposed:

- Select Nazims separately from grades 11 to 18 based on the Hujjaj quota.
- Deploy only willing and motivated SDS as Nazims. They are trained with Muavineen batches.
- Designed two-week training program for Nazims on their duties and responsibilities, with Hujjaj group assignments finalized in Pakistan at least two months before deployment.
- Develop pre and post deployment plans for welfare staff. In case of extension, provide daily allowance to keep them motivated.
- Incorporate emergency response, first aid, and mob handling drills into welfare staff training.
- Ensure Nazims travel, stay, and move with their assigned Hujjaj group throughout the entire journey, including *Mashair* days and return to Pakistan with their respective Hujjaj.
- To avoid inconvenience faced by Muavineen every year at the end of Hajj Mission during short Madinah visit, necessary arrangement of stay at least 02 nights of every Moavin may be ensured at Madinah by the Director/Coordinator Madina for further encouragement and motivation of Muavineen.



COORDINATOR MAKKAH MASHAIR MANAGEMENT STRATEGY - RE-IMAGINED



SECTION 9: COORDINATOR MAKKAH MASHAIR MANAGEMENT STRATEGY – RE-IMAGINED

9.1. Overview

The Coordinator Makkah for the first time envisioned a new plan of action for Hajj move 2025, in sharp contrast to the decades old approach of handling the main Hajj rituals, titled “*Mashair Management Strategy – 2025: Re-imagined*” (*Annex-16*). This carefully designed operational framework aimed to deliver a safe, structured, and seamless Hajj experience for 88,249 Pakistani pilgrims under the Government Hajj Scheme. The strategy followed a scenario-based and sequential approach, aligning strictly with Saudi regulations (*Taleemat*) and real-time field conditions, which enabled a smooth and peaceful execution of pilgrimage rites

The strategy was built on detailed data relating to Pakistani Government Scheme pilgrims, totaling 88,249. Of these, 85,293 were Sunni pilgrims (49,467 male and 35,829 female), while 2,956 pilgrims followed the Fiqah e Jafaria school of thought (2,057 male and 929 female). Pilgrim transport to Mina was carried out through two modes. The *Rad* system provided a one-time (single trip) movement of around 25,000 Hujjaj by Abu Sarhad Buses. The *Tradodia* model, a shuttle service using buses and the Mashair train, facilitated triple movement for around 63,000 pilgrims using 443 buses across 34 Makatib managed by Naqaba. A welfare workforce of 1,049 personnel supported the operations, including 560 Muavineen, 183 SDS, and 306 HMM staff. Hujjaj were organized across 34 Makatib (numbered 101 to 134), distributed in Zones 2, 4, and 5, with zone-specific variations in camp allocation and number of Hujjaj.

9.2. Mina Move

The movement of pilgrims to Mina followed a structured and carefully coordinated plan. Sunni pilgrims were started transporting through buses after Maghrib on 7th Zul-Hijjah. Staff was pre-deployed in Mina, while rear teams assisted with building clearance and organized the departure of pilgrims. Dedicated reception arrangements were in place at the camps to ensure proper reception at each Maktab. All pilgrims under the Government Scheme were transported via the previously assigned Rad or Tradodia systems. Transport movements were logged by Mashair Teams, BDOs, and Nazims, and tracked in the Control Room, with real-time data captured through RFID systems where available. Building vacation plans were developed in alignment with Tawafa Company (Al-Rajhi) schedules, and pilgrims were informed in advance of their transport arrangements. OPAP, in coordination with the Hajj Medical Mission, ensured that sick or special-needs pilgrims were provided appropriate movement assistance.

9.3. Deployment Strategy in Mina

The deployment in Mina was implemented as a multi-layered strategy. A total of 671 Mashair Team members were positioned in the field. Among them, 479 served as Nazims, each leading a group of approximately 188 pilgrims. In addition, 190 guide posts were set up across Mina and divided into Advance and Rear teams. Thirty staff members were designated to establish and run the Pakistan Camp Office (PCO), also operating in Advance and Rear units. Operations were supervised by six Zonal In-Charges (BS-19 officers from MORA) working in rotation over day and night shifts. Fourteen Area In-Charges, largely comprising Sector Coordinators, oversaw clusters of camps and guiding posts. Local welfare support was provided by 358 staff stationed in pilgrims’ buildings. Advance Parties, led by Assistant Coordinators (ACs) of Makatib, reached Mina on 7th Zul-Hijjah to induct the pilgrims, while Rear Parties ensured that all buildings were vacated properly. Each Maktab team included three doctors and at least one paramedic. Key guide points such as 511 Chowk, Road 62, Road 56, and Jamarat operated continuously in three shifts throughout the Mashair days.

9.4. Movement to Arafat

On the night of 8th Zul-Hijjah, the first batch of the Advance Party—comprising members of guiding posts (excluding Nazims)—departed for Arafat at around 9:00 PM. Led by the relevant AC Maktab, this group facilitated the arrival and organized settlement of pilgrims from Mina, ensuring a smooth transition between the two holy sites.

9.5. Fiqah-e-Jaffaria Movement

A separate movement plan, for the first time, was successfully executed for the 2,956 Fiqah-e-Jaffaria pilgrims. Their Advance Party from Camp 106 moved to Arafat on 8th Zul-Hijjah. The main group of pilgrims proceeded after Maghrib prayer, in line with their religious practices. A dedicated Mashair Team, was deployed in Sector 01 to coordinate with Maktab 106 and ensure smooth tailored support which proved remarkably successful especially with the valuable and timely cooperation from Director Makkah,

9.6. Movement from Arafat to Muzdalifa

On the night of 9th Zul-Hijjah, after the completion of rituals at Arafat, the guiding post staff of the Advance Party moved to Muzdalifa after Maghrib. Their role was to prepare for the arrival of pilgrims and facilitate the overnight stay at the site.

9.7. Movement from Muzdalifa to Jamarat

On the morning of 10th Zul-Hijjah, after Fajr prayer, the Advance Party proceeded to Jamarat to support pilgrims during the stoning ritual (*Rammi*). Five guide posts were established at Jamarat and remained operational around the clock on 10th, 11th, and 12th Zul-Hijjah, working in three shifts. These posts ensured adherence to Saudi regulations that prohibited independent pilgrim movement and restricted transit between 10:00 AM and 4:00 PM.

9.8. Management of Teams for Tawaf-e-Ziarat

Under the guidance of a Nazim and Tawafa representative, Hujjaj were advised to perform the Tawaf-e-Ziarah together in the groups led by Nazim. Strict discipline, as per directions of the coordinator Makkah, was maintained during the Mashair – Muavineen were not allowed Tawaf-e-Ziara on the first day. The Shuttle service arranged by the Saudi Government was available from Mina to Haram and Back for Tawaf e Ziarah.

9.9. Mina Return Plan of Hujjaj

On 12th Zul-Hijjah, the Rear Parties took on the role of Advance Parties and moved to the buildings first. Sector Coordinators made necessary arrangements for the pilgrims' return. On 13th Zul-Hijjah, the original Advance Parties (now Rear) remained in Mina alongside Maktab Coordinators to ensure the complete clearance of camps. Once all pilgrims had returned to their buildings, a clearance certificate was submitted to the Deputy Coordinator (Operations) as a token of confirmation.

9.10. Implementation Strategy to Achieve the Objectives of the Operational Plan

The objectives of the Mashair Management Strategy were achieved through a systematic, scenario-driven approach that respected Saudi regulations and reflected real-time ground realities. The successful deployment of Advance and Rear Parties, along with strategically placed guiding posts, ensured orderly movement. Transport systems were efficiently utilized, and all movements were tracked. Extensive training sessions were conducted for both staff and pilgrims to ensure clear understanding of routes and camp layouts. The introduction of geo-tagged maps for Mina and Arafat, accessible via clickable Google Maps links, significantly enhanced navigation. All bus movements were monitored in real time, reinforcing the plan's tech-based, pilgrim-centric orientation.

9.11. Mashair Training Manual – Hajj 2025

Training formed an essential component of the operational strategy. Mashair staff underwent two training phases: the first focused on the overall plan and was delivered to all Sector Coordinators and key in-charges; the second involved on-site field orientation conducted by respective sector in-charges. Pilgrims also received training in two stages: initial sessions within buildings, followed by orientation visits to Mina for selected volunteer pilgrims from each group of 188. These volunteers later assisted their own groups during Mashair movements. Large-scale maps were installed in buildings, and smaller hand-held maps were distributed to help pilgrims understand routes and camp layouts.

9.12. Mashair Teams

Mashair Teams played a pivotal role in the execution of the Hajj 2025 operation. The team strength stood at 671, including 479 Nazims responsible for managing groups of around 188 pilgrims each. Operations were supervised through a three-tiered structure: Zonal In-Charges at the top, Area In-Charges managing clusters, and ground-level team members overseeing pilgrim welfare and guidance. Advance Teams, led by AC Makatibs, ensured the timely induction of pilgrims in Mina, while Rear Teams handled building clearances. Separate Mashair Teams were deployed for both bus and train routes. Additionally, 22 Mashair Guide Posts were set up at strategic locations such as 511 Chowk, Road 62, Road 56, and Jamarat. These posts operated in three shifts to offer round-the-clock guidance and support.

9.13. Key Factors for Success of Seamless Mashair Operations

The success of the Mashair Management Strategy under the Coordinator Makkah depended upon meticulous planning and execution across key phases. Critical factors included an effective Deployment Strategy in Mina, ensuring optimal resource allocation, and seamless Movement to Arafat, facilitated by real-time coordination and contingency planning. Special attention to Fiqah-e-Jaffaria Movement ensured inclusivity pluralism and smooth transitions for all Hujjaj. The Movement from Arafat to Muzdalifa and onward to Jamarat required robust logistics, clear signage, and trained staff to manage peak flows safely. Additionally, the Management of Teams for Tawaf-e-Ziarat demanded precise scheduling and coordination to avoid bottlenecks. A well-structured Mina Return Plan (remarkably successful even beyond my core team expectations) ensured orderly dispersal, minimizing delays and confusion. Moreover, the deployment of Muavineen, SDS and HMM on strategic guiding positions along with the PHVG Volunteers played a pivotal role in the success of Mashair Management Strategy.

Equally vital was the Implementation Strategy aligning all operational activities with predefined objectives, supported by the Mashair Training Manual – Hajj 2025 to standardize procedures and enhance team preparedness. The effectiveness of Mashair Teams relied on continuous training, clear communication, and adaptive leadership to address dynamic challenges. Together, these elements formed a cohesive framework that prioritized Hujjaj safety, operational efficiency, and service quality, ensuring the most successful execution of the Hajj in recent times.

NB: (Coordinator Makkah Mashaire Management strategy- reimagined, as per directions of the secretary MORA) has been made part of this Report as Annexure-19).

ROLE OF PARTNER ORGANIZATION



ZONG 4G



الراجحي
Al Rajhi



SECTION 10: ROLE OF PARTNER ORGANIZATIONS

10.1. Tawafa Company (Al-Rajhi Commercial Support Services Company)

During Hajj 2025, the Pakistan Hajj Mission acquired the services of **Al-Rajhi Commercial Support Services Company**, which played a central role in facilitating the pilgrimage experience for Pakistani Hujjaj during the critical Mashair phase. From the moment of arrival in the Kingdom until departure, Al-Rajhi was responsible for delivering a full spectrum of Hajj-related services, including Mashair transportation, accommodation, and logistical support. The company managed the complex movement of pilgrims across key ritual sites—Mina, Arafat, Muzdalifah—as well as intercity transfers from the airport to Makkah/Madinah and between the holy cities. Their efforts ensured that pilgrims could perform the rites of Hajj in a timely, organized, and comfortable manner, despite the large-scale operational demands.

Al-Rajhi also provided accommodation and essential amenities in Mina and Arafat, where the logistics of housing tens of thousands of pilgrims within a limited timeframe and space are particularly challenging. The company has structured approach, commitment to service quality, and adherence to hospitality standards helped reduce discomfort and fatigue among Hujjaj during these spiritually significant yet physically demanding days. With efficient transport scheduling, proper camp arrangements, and continuous on-ground coordination, Al-Rajhi's role was instrumental in maintaining order, safeguarding pilgrim welfare, and supporting the overall success of the Hajj operation. Their contribution significantly enriched the pilgrim experience, allowing Hujjaj to focus on their religious obligations with peace of mind. The CEO of Al-Rajhi Mr. Bandar Al Rajhi personal aura and grace always commanded respect and honor from every functionary of the Pakistan Hajj Mission. He was always seen extremely forthcoming beyond his contractual obligations to yield to every demand of the Mission. The Coordinator Makkah and his team genuinely acknowledge and deeply appreciate his strong spiritual convictions and true spirit to serve the guests of God. *(In order to further improve services of tawafa company in future hajj operations, few recommendations have been suggested in the Recommendations part of this Report).*

10.2. IT Partner (Punjab Information Technology Board (PITB))

During the Hajj Mission 2025, the Punjab Information Technology Board (PITB) played a central role in digitizing and managing key operations in coordination with the Ministry of Religious Affairs (MORA) and the Office of Pilgrims Affairs Pakistan (OPAP). PITB developed and maintained the Hajj Management System (HMS), which automated crucial processes such as pilgrim registration, balloting, flight and accommodation management, and complaint redressal. The system provided real-time dashboards, reports, and data access to stakeholders, improving transparency, efficiency and coordination throughout the mission.

In Saudi Arabia, PITB ensured smooth execution of on-ground services through digital tools and mobile applications like Pak Hajj App and Pak Muavin App. These supported daily operations including check-ins, departures, wheelchair and Haaji gift management, and staff attendance. The Electronic Medical Record (EMR) system streamlined healthcare services, while ad-hoc developments like Nazim tracking and NUSUK card modules enhanced field operations. PITB's end-to-end technology solutions significantly improved service delivery and operational oversight during Hajj 2025. However, still there is a lot of room for improvement such as integrated single hajj management system (for which the incumbent DG Hajj can extend vital support) besides clearly spelt out *rules of engagement* with the IT Partners.

10.3. Cellular Partner (ZONG)

During Hajj 2025, the Ministry of Religious Affairs, in partnership with Zong, distributed and activated 89,572 International Roaming SIMs for Hujjaj and staff through Haji Camps across Pakistan. Issued under the Ministry's FTN to bypass biometric delays, these SIMs were pre-activated and included data, call, and SMS bundles for use in both Pakistan and Saudi Arabia. They enabled location tracking via the Pak Hajj App and ensured connectivity with helplines like NUSUK. Over 100,000 users connected across three KSA partner networks, with 25% of users activating additional packages. Streaming and social media were restricted to conserve data for essential communication.

If in case, For Hajj 2026, Zong is considered again, as it aims to offer improved connectivity through 5G, pending license approval, then it would be appropriate that the package validity may be extended beyond 45 days and provide clear handset setup guidelines at all sector buildings. Restrictions on streaming and social media should be reconsidered, as many pilgrims rely on these services and may otherwise resort to buying local SIMs. Zong's prior 5G trial demonstrates its readiness to enhance digital services for future pilgrimages. However, keeping in view the frequent issues with pak based cellular companies experimented during previous two hajj, it is recommended that in the next hajj Saudi cellular companies (more specifically STC) may be considered.

10.4. Pakistan Hajj Volunteer Group (PHVG)

During the Mashair Days of Hajj 2025, the Pakistan Hajj Volunteers Group (PHVG) played a pivotal role in ensuring the safety, convenience, and smooth experience of pilgrims, particularly those from Pakistan. With a dedicated network of expatriate volunteers, PHVG provided critical on-ground support, including guidance in navigating the holy sites, wheelchair assistance for pilgrims with mobility challenges, and aid during Tawaf-e-Ziarat to manage crowds effectively. Their Hajj Navigator mobile app proved indispensable, offering real-time location tracking, multilingual support, and emergency assistance, helping pilgrims traverse Mina, Arafat, and Muzdalifa with confidence. PHVG worked in close coordination with the Pakistan Hajj Mission, Saudi authorities, and other stakeholders to address emergencies, reunite lost pilgrims, and ensure timely access to essential services. We held several rounds of strategy and coordination discussions with the PHVG team which yielded very impressive results. Their proactive efforts during peak rituals, such as movement between Mashair, Jamarat stoning, and Mina return, significantly alleviated logistical challenges, reinforcing their commitment to a seamless and fulfilling Hajj experience. In view of their crucial voluntary services, it is recommended that a formal Memorandum of understanding (MOU) may be signed between the Ministry and the PHVG thereby formalizing their role which will not only institutionalize their partnership services but will also brand soft image of Pakistan at a multi-countries level platform.

10.5. Catering Partners

During Hajj Mission 2025, twenty two (22) catering companies were responsible for providing meals to 88,249 Pakistani Hujjaj accommodated across 177 buildings in Makkah. Their role was crucial in ensuring that pilgrims received culturally appropriate and hygienic meals during their stay. The companies were tasked with serving breakfast, lunch, and dinner at designated times, using approved ingredients such as goat meat, skinless chicken, fresh milk, fruits, and branded beverages. Their services directly influenced the health, comfort and overall experience of the pilgrims, playing a key role in supporting the mission's broader operational goals.

Beyond meal delivery, the catering companies were also responsible for maintaining cleanliness in dining areas, deploying trained staff, and ensuring safe food handling in kitchen operations. They were evaluated against a detailed 100-point checklist covering food quality, service timeliness, staff conduct, and hygiene standards. While performance levels varied across companies, those who met expectations contributed significantly to the smooth functioning of field operations. Their role in coordinating meal services, responding to complaints, and managing food logistics was a vital component in the overall success of Hajj Mission 2025. The top five catering companies were always found very forthcoming and graciously honored our requests for organizing Welcoming/receptions for Hujjaj and providing water/juices during juma prayers, which were not even included in their contractual obligations. *(This Report contain certain recommendations for making food arrangements in future hajj operations more praise worthy)*

10.6. Accommodation Partners

During Hajj Mission 2025, accommodation service providers were entrusted with the essential task of hosting 88,249 Pakistani Hujjaj in 177 residential buildings across 10 sectors. Their role extended far beyond providing shelter, they were responsible for creating a secure, clean, and comfortable environment that supported the spiritual and physical well-being of the Hujjaj. Each facility was expected to offer properly ventilated and air-conditioned rooms, adequate bedding, daily housekeeping, and essential utilities like geysers, refrigerators, and drinking water. Reception services, prayer areas, seating arrangements, and access to washing machines also formed part of the standard accommodation package to ensure a home-like setting during Hajj 2025.

These Service providers were also accountable for maintaining building infrastructure, ensuring timely repairs, and implementing safety measures such as operational fire exits, backup generators, and round-the-clock staffing. Dedicated Haris, preferably fluent in Urdu, were required to assist Hujjaj and ensure their security. Each building was evaluated against a comprehensive inspection checklist covering areas like sanitation, lighting, maintenance, and emergency readiness. Although performance varied across buildings, the active involvement of accommodation teams contributed significantly to the organized, efficient, and humane management of the Hajj operation—making them an integral part of the mission’s overall success. *(Separate recommendations have been given in this report for future accommodations arrangements)*

10.7. Transport Partners

During Hajj Mission 2025, Mawakib Al-Khair served as the main transport service provider for Pakistani pilgrims, delivering a critical service that ensured the smooth and timely transportation of 88,249 Hujjaj from 177 residential buildings to Masjid Al-Haram and back. Operating across five key drop points, Jamrat, Mahbas Al Jin, Kudai, Jabal Al Kaaba, and Jarwal, the company managed a fleet of 369 buses in line with a carefully planned transport schedule. Services ran round the clock, with buses operating in continuous loops to match prayer times. Despite the complexities of Makkah’s traffic and high pilgrim volumes, the transport system remained largely efficient and responsive, significantly enhancing pilgrim mobility.

Mawakib Al-Khair ensured that buses were modern, air-conditioned, well maintained, and clearly marked for Pakistani Hujjaj. During peak hours, especially on Fridays and at Isha prayer times, the company increased deployment and maintained a standby fleet to manage load fluctuations. Additional services, including shaded waiting areas and provision of drinking water at drop points, were arranged to improve comfort and reduce fatigue. The company also demonstrated strong crisis response by addressing route blockages and ensuring prompt bus replacements in the event of breakdowns. Through proactive planning, route optimization, and a focus on pilgrim convenience, Mawakib Al-Khair played a vital logistical role in the overall success of Hajj Mission 2025.

In addition Mawakeb ul khair was also responsible for inter-city transportation of Pakistani govt svheme hujjaj which it did efficiently. The Buses were equipped with RFID technology which greatly helped our team at MDC in tracking real time movement of Pakistani pilgrims which in turn enabled our cross sectional teams responsible for placing timely food requisitions and ensuring salawat transport to haram and necessary accommodation arrangements.

The Pakistan Hajj Mission has also acquired the services of Abu Sarhad transport company for Mashaire transportation of Hujjaj which they performed with remarkable success. The company management was very cooperative and provided free of cost coasters to our mission which greatly helped in filling the much needed gaps in transport shortage and their good gesture is duly acknowledge and appreciated.

NEW INITIATIVES

SECTION 11: NEW INITIATIVES

The Hajj 2025 mission is distinguished by introducing groundbreaking operational and technological advancements to enhance pilgrim services and streamline management. Through strategic collaborations, innovative digital solutions, and structured frameworks, the mission prioritized efficiency, safety, and accountability. Key initiatives included the Coordinator Makkah “Mashair Management Strategy-Re-imagined”, Nazim Scheme, RFID-based tracking, and a robust monitoring system for service providers. These measures ensured a seamless and spiritually fulfilling experience for over 88,000 pilgrims. The following section details these transformative efforts and their impact on Hajj operations.

11. 1. Enhanced engagement with Tawafa Company (Al-Rajhi):

Perhaps the most distinguishing part of the over all hajj operation success was our effective engagement and real time liason with the Tawafa Company. Execution of Hajj 2025 operations was significantly strengthened through extensive coordination and strategic engagements with the Al Rajhi Company. These collaborative efforts ensured seamless service delivery and enhanced operational efficiency throughout the pilgrimage. Furthermore, a dedicated framework for formal engagements was established with all hospitality service providers, encompassing 34 Makatib. This structured approach facilitated clear communication, standardized service expectations, and reinforced accountability, contributing to an elevated level of care and support for Pakistani pilgrims. Previously, no one knew about the name of Tawaf Company and its role but for the very first time, Al Rajhi became a household name among Pakistani Hujjaj and welfare staff alike. The Company Management especially Mr. Bandar and mr. Thamer were easily accessible alongwith their teams. The proactive coordination with these key stakeholders played a pivotal role in achieving the mission's objectives of safety, comfort, and spiritual fulfillment.

11. 2. First Ever comprehensive Mashair Management Strategy:

The Hajj 2025 operation was successfully implemented under the "**Mashair Management Strategy – 2025 – Reimagined**," which embodied Pakistani Hujjaj aspirations for a smooth and spiritually rewarding Hajj. Previously, the whole thrust of the mission was on Mina move only neglecting the remaining phases of hajj rituals. This comprehensive strategy, meticulously developed by the Office of the Coordinator Makkah in close coordination with all stakeholders, provided a structured operational framework that ensured the safe, orderly, and seamless execution of Hajj rituals for 88,249 government quota pilgrims. By adopting a scenario-based and sequential approach, the strategy remained fully compliant with Saudi regulations (*Taleemat*) while effectively addressing on-ground operational realities, resulting in enhanced efficiency and an improved pilgrimage experience. The strategy covered all phases of hajj and therefore hujjaj facilitation was ensured at each stage of their movement including even jamat and tawafe ziara. For the first time, Hujjaj were picked from their camps in Mina on both days 12th Zul Hajj and 13th Zul Hajj 1446 A.H. and returned to their respective accommodations in a very methodical and organized manner.

11. 3. Nazim Scheme:

The successful implementation of the **Hajj Nazim Scheme** during Hajj 2025 marked a significant milestone in enhancing Hujjaj management and operational efficiency. For the first time, 88,249 Hujjaj were systematically organized into manageable groups of 188 pilgrims each, with a dedicated Nazim assigned to lead and oversee each group throughout the critical phases of the pilgrimage. These 479 trained Nazimeen played a pivotal role in guiding their respective groups during the most demanding segments of the Hajj journey—including the movements from their accommodations to Mina, Arafat, Muzdalifa, and Jamarat, as well as during Tawaf-e-Ziarat and the return to their residences. Prior to deployment, the Nazimeen underwent comprehensive job training on administrative protocols and Saudi regulations (*Taleemat*), ensuring their ability to provide clear guidance, particularly during the ritual of Rami-e-Jamarat. This structured approach not only improved safety but also ensured a smoother, more organized Hajj experience for all Hujjaj. The initiative underscored the mission’s commitment to operational excellence and pilgrim welfare.

11. 4. Committee for Fines & Penalties:

To strengthen transparency and accountability in penalty enforcement during Hajj 2025, a high-level Penalty Review Committee was established to conduct rigorous, impartial assessments of all fines levied against service providers, including catering companies, transport operators, and accommodation services. Unlike previous practices, the Committee implemented a standardized framework to ensure fines were legitimate, evidence-based, and strictly aligned with contractual obligations and service-level agreements. Each penalty underwent meticulous scrutiny to eliminate subjectivity, prevent undue financial burdens on service providers, and uphold fairness in enforcement. By focusing only on justified penalties—while dismissing unsubstantiated or excessive claims—the Committee reinforced the administration's commitment to equitable governance. This structured approach not only enhanced compliance among service providers but also contributed to the overall improvement of Hajj operations, ensuring higher standards of service delivery for Hujjaj. The initiative marked a significant shift toward data-driven and evidenced based accountability, minimizing disputes and fostering a more collaborative partnership between the Hajj Mission and service providers. For ease and facility of ready reference, Function & job-wise Initiatives have also been incorporated in the following segment of this Report.

11. 5. New Initiatives in Call Center / Helpline

- a. **Tri-Daily Report Generation:** Three detailed reports were prepared and shared daily with operations and admin teams. These included summaries of complaint volumes, types, and resolution statuses, with special attention on unresolved or repeating issues. The data provided actionable insights into trends and problem areas.
- b. **Enhanced Sector Coordination:** The Call Center acted as the central liaison between the complaint cell and sector representatives/ BDOs. This ensured clear assignment of complaints, consistent progress tracking, and cross-sector collaboration to resolve overlapping issues efficiently.
- c. **Complaint Categorization and Refinement:** A systematic review process was put in place to classify complaints accurately by sector or department. Categories were refined regularly based on evolving patterns and operational feedback.
- d. **Resolution Monitoring Mechanism:** Every complaint was followed through to resolution, with satisfaction checks from complainants. Resolution times and outcomes were documented to assess performance and identify recurring issues for long-term mitigation.
- e. **Accelerated Complaint Handling:** Faster complaint resolution was achieved through introduction of new modes of complaints like WhatsApp and establishment of Front Desk in MCO. High-risk complaints, whether manual or online, were flagged and escalated immediately to higher management for swift action and proper documentation.
- f. **Sector-Wise Complaint Representation:** Each sector had a designated representative responsible for managing complaints from their area, resulting in stronger monitoring, follow-ups, and accountability.
- g. **Front Desk for Hujjaj at Main Control Office:** A dedicated helpdesk was introduced for in-person support, offering Hajis face-to-face assistance and minimizing pressure on the helpline for walk-in queries.
- h. **Nusuk Card Complaint Integration into HMS:** For the first time, complaints regarding Nusuk cards were integrated into the Hajj Management System (HMS), allowing staff for traceable and organized case handling.
- i. **Improved Coordination with Lost & Found Cell:** Enhanced collaboration with the Lost and Found cell led to quicker retrieval of lost items and more efficient handling of displaced Hujjaj. Response teams were strategically deployed across holy sites for on-ground assistance.
- j. **Hujjaj Tracking during Mashair Days:** A new feature in the Pak Hajj App allowed real-time tracking of Hujjaj during the critical Mashair period. This aided in locating lost pilgrims and boosted overall safety and coordination compared to previous years.
- k. **Nazim Tracking System:** The 2025 season introduced a digital Nazim tracker within the Pak Hajj App, improving accountability and enabling pilgrims and the management to easily locate the assigned Nazims. This provided support coverage and oversight during key Hajj days.
- l. **Trend analysis of Complaints:** Special Trends were analyzed on the real time data to see the pattern and causes of complaints like Building-Wise Complaints, Sector-Wise Complaints, Area/ Region-Wise

Complaints, Province-Wise Complaints, Trends-Wise Complaints before Hajj, during Mashair days, post Hajj and peak hours of complaints and comparison of complaints with previous years etc

11. 6. New Initiatives in Transport Section

a. **Introduction of New Drop Points with Reduced Travel Distance**

To further minimize travel time and walking distance, new drop points were introduced, including *Mahbas Al Jin* on Tareek Mashaat (Pedestrian Road), located less than 3.0 kilometers from the residential buildings. This drop point served Hujjaj in Sectors 01 and 02 and was widely appreciated for its proximity to Al-Haram. Similarly, *Jabal Al Kabbah* was established as a convenient single-travel drop point for Sector 06, offering a more efficient alternative to Jamarat and Kudai drop points, which required two bus transfers

b. **Enhanced Coordination between Transport, Building and Hujjaj**

A key initiative this year was the establishment of effective coordination between the Transport Section, the Sector Offices and Hujjaj. A dedicated WhatsApp group was created for transport, building staff and Hujjaj of the relevant building, enabling efficient flow of important information between transport staff, building staff and Hujjaj. As a result, the load at drop points was controlled to a significant extent, particularly during peak prayer times such as Jummah and Esha. This facilitated smoother operations and reduced congestion at drop points as well as improved the satisfaction level of Hujjaj.

c. **Comprehensive Route Orientation for Local and Pakistan-Based Muavineen**

All Muavineen assigned to drop points were provided with detailed orientation on the transport routes servicing all the connected sectors. This enabled flexible deployment of Muavineen and buses across routes in case of vehicle shortages. Consequently, alternate buses could be dispatched promptly, with accompanying Muavineen familiar with the new routes, ensuring optimal utilization of available transport resources.

11. 7. New Initiatives in Food Section

- a. **Competitive Expansion of Caterers:** The number of approved caterers was increased to **22**, fostering a competitive environment to enhance food quality, service efficiency, and vendor accountability.
- b. **Kitchen In-Charges for Quality Assurance:** Dedicated kitchen supervisors were appointed to monitor the freshness of ingredients and oversee the preparation process, ensuring hygienic and high-standard meals were consistently delivered.
- c. **Dispatch Report Protocols:** A structured dispatch reporting system was introduced, generating a report for every meal leaving the kitchen, which helped ensure timely delivery and improved communication with distribution teams.
- d. **Pre-Hajj Compliance Inspections:** Thorough inspections were conducted before the arrival of Hujjaj to confirm that all caterers met the operational standards set by the Pak Hajj Mission in terms of cleanliness, storage, and staffing readiness.

11. 8. New Initiatives of Monitoring of Services provided to the Govt Scheme Hujjaj:

For the first time, the Coordinator Makkah introduced a dedicated Monitoring and Vigilance Unit as part of the mission, marking a significant shift in oversight strategy. Unlike similar units in previous missions, which primarily focused on monitoring of HGOs, this new unit operated with an expanded mandate that included proactive risk identification, reporting and strategic enforcement measures. This unit operated at relatively minute level, meticulously tracking every detail of implementation to ensure strict adherence to guidelines. The following initiatives marked a significant advancement in the monitoring mechanism.

a. **Feedback Collection Mechanism**

The unit expanded its feedback mechanism through face-to-face interviews, feedback forms, and building visits. This direct engagement not only improved data authenticity but also allowed the team to swiftly resolve concerns and promote a sense of involvement among the Hujjaj. For the first time in the Hajj mission, Monitoring Unit interviewed more than **500 Hujjaj from 155** buildings of all sectors and gathered their feedback on the specific proforma. This proactive engagement model allowed early identification of issues and facilitated direct resolution before they escalated.

b. **Daily Efficiency Index Based on Hujjaj Feedback**

A standout innovation in 2025 was the development of a Daily Efficiency Index, compiled from structured feedback collected directly from pilgrims across multiple sectors. The index was prepared on the basis of feedback collected from pilgrims on daily basis. This index served as a dynamic performance indicator, offering insights into satisfaction levels related to accommodation, food, transport, and welfare services. This efficiency index helped to detect patterns, respond proactively to deficiencies, and make data-backed decisions daily.

c. **Performance Tracking through inspections and Statistical Reporting**

For the first time, the Monitoring Unit conducted inspections to track performance metrics across sectors. Categories like food, accommodation, welfare staff responsiveness, and transport were monitored through inspection, enabling instant comparison and highlighting areas requiring immediate attention.

11. 9. Digital Navigating Web Page for Assistance of Hujjaj and Welfare Staff

The Hajj Mission 2025 marked a transformative milestone with the pioneering implementation of the **Digital Hajj** initiative under the leadership of the Director General of OPAP. This comprehensive digital ecosystem revolutionized pilgrim management by integrating all critical service points, including accommodation buildings, sectors, dispensaries, medical mission facilities, and Mina/Arafat tent clusters, into a unified, user-friendly platform. Each location was assigned precise digital pin location markers, making essential services instantly accessible to pilgrims through a single click, catering effectively to smartphone users of average technical proficiency. While the Pakistan Hajj Volunteers Group (PHVG) mobile application provided valuable supplementary support, the OPAP-developed system emerged as the primary digital infrastructure due to its superior comprehensiveness and functionality. The platform's widespread adoption by both pilgrims and welfare staff significantly enhanced real-time guidance, operational coordination, and emergency assistance throughout the Hajj journey, setting a new benchmark for technology-driven pilgrimage management. This strategic digital transformation not only improved service delivery efficiency but also elevated the overall Hajj experience through intelligent, accessible technological solutions. It is suggested that the IT team may be placed under the direct supervision and guidance of the incumbent Director General Hajj to further streamline the digitalization of hajj.

11. 10. Innovative RFID-Based Tracking System: A Digital Leap in Hujjaj Transport Management via MDC.

The Hajj Mission 2025 introduced a groundbreaking RFID-based tracking system as part of its transformative digital initiatives, revolutionizing the management of pilgrim movements between Madinah and Makkah. This cutting-edge system, effectively implemented by the **Madina Departure Cell (MDC)**, marked a significant departure from traditional manual processes, replacing them with automated, real-time monitoring of buses and Hujjaj. By embedding RFID tags on all transportation vehicles, the system enabled seamless tracking of departures, arrivals, and transit routes, ensuring unparalleled operational transparency and efficiency. The platform provided authorities with instant access to bus locations, and catering statuses, allowing for proactive resolution of logistical challenges. This initiative not only minimized delays and enhanced accountability but also set a new benchmark for technology-driven Hujjaj logistics.

As a flagship initiative of Hajj 2025, this RFID-based solution exemplified the mission's commitment to leveraging technology for smarter, safer, and more efficient movement of Hujjaj, paving the way for further advancements in upcoming Hajj seasons. Its implementation reaffirmed the importance of adopting smart infrastructure to elevate the overall Hajj experience while maintaining compliance with Saudi Arabia's regulatory framework.



SUCCESS STORIES

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SECTION 12: SUCCESS STORIES / HIGHLIGHTS OF HAJJ 2025

The Hajj 2025 mission achieved unprecedented operational excellence through meticulous planning and innovative initiatives. By implementing structured management systems and leveraging technology, the mission successfully facilitated over 88,000 government quota pilgrims with enhanced services. Key achievements included the groundbreaking Nazim Scheme, improved Mashair facilities, and seamless transportation logistics. This report highlights the mission's strategic accomplishments and comparative improvements over previous years.

12.1. Awards & Recognition

In a landmark achievement, the Pakistan Hajj Mission 2025 was honored with the prestigious Labaitum Excellence Award by the Government of Saudi Arabia - a distinguished recognition received for the first time in recent history. This accolade, mainly due to personal efforts of the DG Hajj, serves as a testament to the exceptional service standards, operational efficiency, and outstanding management demonstrated by the Pakistani contingent during the Hajj pilgrimage. The award particularly acknowledges the mission's innovative approaches in pilgrim facilitation and welfare services that set new benchmarks in Hajj operations. Adding to these honors, the Federal Minister for Religious Affairs and Interfaith Harmony was presented with a special Award/Shield by the Prime Minister of Pakistan in recognition of exemplary leadership and successful execution of Hajj 2025 operations. These dual accolades at both international and national levels highlight the remarkable improvements in Pakistan's Hajj management system, reflecting the government's unwavering commitment to serving pilgrims with excellence and elevating Pakistan's standing in the global Islamic community. The recognitions also underscore the effective collaboration between Pakistani authorities and Saudi hosts in ensuring a seamless Hajj experience for all pilgrims.

12.2. Stakeholder Coordination

Close collaboration with Al-Rajhi Company guaranteed:

- Timely NUSUK card distribution
- Facility readiness verification
- Seamless transport coordination with partners

12.3. Mashair Operations

Advanced preparations included:

- Comprehensive tent city inspections
- 34 functional first aid centers
- Bi-modal transport system
- Phased Mina deployment strategy

12.4. Quality Assurance

Rigorous monitoring mechanisms featured:

- Daily accommodation inspections
- Financial penalties for service lapses
- Evidence-based accountability systems

12.5. Leadership Framework

Under the Secretary MORA and the DG OPAP's guidance, the mission maintained:

- Transparent operational processes
- Meticulous logistical planning
- Uncompromising focus on pilgrim welfare

These coordinated efforts resulted in an exceptionally well-managed Hajj season, marked by operational precision and enhanced pilgrim services.

12.6. Highlights of Mashaire- Hajj-2025

- A Well-structured and documented Operational Plan titled as *"Mashair Management Strategy-Hajj- 2025"- Reimagined* helped in ensuring seamless operation of all phases of Mashair Days.
- Nazims Scheme proved a success story in guiding 188 group of Hujjaj in performance of all rituals

- Maktab Coordinator (ACMs Mechanism) not only ensured effective coordination with Tawafa Company/Service Providers but also established essential linkage between Hajj Mission and the respective Hujjaj of their Camps
- Strategic establishment of Mashair Guide Posts resulted in less instances of lost Hujjaj.
- Setting up of Pakistan Camp Office worked as nerve center and enhanced the on ground presence of Pakistan Hajj Mission.
- Comprehensive Deployment of Muavineen, facilitated Hujjaj to the maximum.
- Mina Move was well articulated and resultantly transportation of over 88300 was completed within 16 hours
- 1140 buses of Abu Sarhad and Naqaba participated in the operation
- The Operation started from 2100 hrs on 7th ZH and concluded at 1300 hrs on 8th ZH
- Hujjaj of Fiqah e Jafferia were transported well on time as per their Fiqah requirements with zero complaints leading to appreciation of the arrangements by presenting a shield to the coordinator Makkah in recognition of quality services and arrangements.
- The First time ever facility of Air Conditioners resulted in enhanced comfort & satisfaction of our Hujjaj.
- Gypsum Boards facility extended for the first time also increased the cooling capacity of the camps.
- Provision of sofa-cum-beds provided Hujjaj with the facility to sleep or sit whenever they wanted.
- Over 267,000 fresh meals were served on daily basis.
- Constant supply of fruits, tea, juices and water was ensured.
- In addition to usual meals, Ice cream was also served to Hujjaj in Arafat.
- Sufficient supply of water was available round the clock in the washrooms
- Movement from Mina to Arafat and Arafat to Muzdalifa largely remained smooth
- Mats were provided to adequate number of Hujjaj in Muzdalifa along with the availability of sufficient drinking water
- Jamaraat Rituals on all three days were performed with much ease and organized manner thanks to Nazim sheme.
- For the first time, Hujjaj were facilitated even in performance of Tawaf e Ziarah.
- Return of Hujja from Mina, remained very methodical and as a result most of the Hujjaj were transported to their respective buildings well on time.

Comparison of Hajj-2025 with the previous year Mashaie days arrangements are expressed in the following table:

Table 41: Comparison of Hajj-2025 with the previous year

Indicator	2024	2025	Remarks
No. of Complaints till Mashaie	9547	2720	72% less
Haji Lost till Mashaie	24	20	20% less
Deaths till Mashaie	62	17	72% less
ACs	--	Yes	Increased cooling in the tents
Gypsum Board walls	--	Yes	
Time Taken for transportation to Mina	28 hrs	16 hrs	40 % less



MAIN ISSUES & CHALLENGES

SECTION 13: ISSUES & CHALLENGES - HAJJ MISSION-2025

The Hajj 2025 mission faced several critical challenges across human resources, pilgrim services, and logistical operations. Staffing reductions, delayed training, and welfare issues significantly impacted service delivery, while fragmented pilgrim allocation and accommodation problems created hardships for Hujjaj. Transportation inefficiencies, communication gaps, and coordination deficiencies further strained operations, highlighting areas requiring urgent improvement for future Hajj missions. This section details these challenges and their operational consequences.

13.1. Human Resource Shortcomings and Staff Welfare

a. **Staffing Reductions and Deployment Gaps:**

Abrupt changes in the Hajj quota led to a decrease in the number of welfare staff, particularly Muavineen-e-Hujjaj and trained Nazimeen. Reliance on locally based Muavineen in Saudi Arabia resulted in operational gaps, with many untrained or underprepared officials being deployed.

b. **Delayed deployment and Inadequate Training:**

Many Assistant Coordinators Makatib (ACMs) and Nazimeen were deployed at a very short notice, limiting their training and leaving them underprepared for critical roles, particularly during Mashair.

c. **Morale and Welfare Concerns:**

Extended deployments without daily allowances and post-Hajj redeployments to Madinah negatively impacted staff morale, especially among those who had diligently performed their duties.

d. **Overwork and Lack of Relief:**

Staff were frequently overburdened, working long hours without adequate rest or backup support, particularly during peak Mashair operations. In the absence of medical staff, frontline personnel had to manage emergencies themselves.

e. **Lack of essential Facilities:**

There was a serious deficiency of dedicated accommodation and transport for staff, especially for ACMs covering scattered pilgrim buildings. This affected operational mobility and effectiveness.

13.2. Pilgrim Services and Accommodation Conditions

a. **Fragmented Pilgrim Allocation:** Split family cases posed multiple operational challenges besides causing distress to the concerned hujjaj. Pilgrims of the same family assigned to different buildings often resorted to complaints lodgin resulting in wastage of precious man hours of the welfare staff.

b. **Disorganized Housing Arrangements:** Bed allotments were often unconfirmed or inconsistent with a lack of proper numbering and insufficient washroom facilities, leading to disputes, discomfort, and other concerne especially by those hujjaj who have paid additional amount for the facilities.

c. **Dining Areas and Food Hygiene:** Several dining areas were set up in basements with poor ventilation and sanitation, posing risks related to smell, insects, and overall food safety.

d. **Nusuk Card Distribution Failures:** Numerous issues were reported regarding the distribution of Nusuk cards, including shortages, incorrect data, and delayed delivery. This prevented many pilgrims from entering Haram on time especially in the initial days, causing distress during performance of their initial Umrah.

13.3. Food Service and Operational Gaps

a. **Vendor Quality and Workforce Issues:**

The inclusion of few new catering vendors, while encouraging competition, brought in inexperienced operators. Staff detentions due to work permit issues delayed food distribution and affected hygiene.

b. **Shortage of Food Sector Personnel:**

Despite a rise in the number of catering companies, fewer Muavineen were assigned to food services due to a reduced private Hujjaj quota. As a result, key staff such as kitchen in-charges had to work long hours without backup.

c. **Breakfast Quality Concerns:**

There were widespread complaints regarding lack of variety and quality in breakfast offerings.

d. **Post-Mashair Logistics Breakdown:**

The withdrawal of transport facilities for food staff immediately after Mashair hampered continued food service during the post-Hajj period.

13.4. Transport and Mobility Management

a. **Long and Disorganized Travel:**

Travel from Madinah to Makkah often exceeded 12 hours due to several factors including the unfamiliarity of Egyptian drivers with roads inside Makkah.

b. **Communication Barriers with Drivers:**

Language differences and lack of Saudi SIMs created significant hurdles in communicating with bus drivers, further complicating coordination.

c. **Poor Transport Planning and Allocation:**

An impractical Hujjaj-to-bus ratio for Salwat operations led to severe bus shortages and long waiting times. Transport companies and Makatib often failed to deliver buses on time, and additional transport during peak periods (e.g., Juma operation) was insufficient.

d. **Arrangements for Drivers and Shift Management:**

Inadequate lodging for drivers in nearby areas resulted in frequent bus downtime during meal or shift changes, directly affecting pilgrim mobility.

e. **Mechanical and Infrastructure Gaps:**

Fueling arrangements and mobile repair units were insufficient, leading to vehicle breakdowns, especially during peak hours. Many buses lacked operational CCTV cameras or were not registered in the tracking system, undermining real-time monitoring.

f. **Restricted Movement of Official Vehicles:**

A lack of route permits (Tasreeh) for official transport vehicles limited the mobility of Transport Section officials during pre-Hajj phases.

g. **Lack of Emergency Transport:**

No dedicated emergency vehicles or ambulances were stationed at major drop points, compromising the response to medical or logistical emergencies.

13.5. Communication and Coordination Deficiencies

- a. **Jurisdictional Confusion Between Makatib and Sectors:** Pilgrims belonging to one Maktab were often spread across different sectors and vice versa, creating confusion in supervision and reporting for ACMs.
- b. **Resource constraints in Newly Established Makatib Coordination section:** The newly established Makatib Coordination Section lacked a dedicated office, operational vehicles, and a clear command structure, hampering cross-functional coordination.
- c. **Language Barriers with Saudi Stakeholders:** Communication with Saudi Makatib and Al Rajhi officials was hindered by language barriers, affecting collaboration and resolution of pilgrim issues.
- d. **Call Center Limitations:** Dependence on Zong SIMs led to frequent call drops, particularly during peak periods. Outdated computer hardware further slowed operations, while the inability to make international calls restricted proactive assistance to pilgrims.
- e. **Connectivity Gaps for Hujjaj:** Many pilgrims lacked international SIM cards, making it difficult for the call center to contact them. The heavy reliance on incoming calls increased wait times and limited the responsiveness of support services.
- f. **Coordination Failures with Madinah Operations:** The lack of integrated communication between the Call Center and the Main Control Office (MCO) Madinah led to delayed information sharing and resolution of pilgrim complaints.
- g. **Inadequate Haram Guide Operations:** The weak performance and insufficient presence of Haram guide teams, especially during Mashair, resulted in an increase in lost pilgrims and longer response times.
- h. **Technical Limitations of HMS System:** The rigid 24-hour automatic complaint escalation mechanism in the Hajj Management System (HMS) created bottlenecks, locking out sector-level handlers before they could resolve issues.

13.6. Monitoring, Evaluation, and Feedback Limitations

- a. **Coverage Limitations:**

The vast distribution of 177 buildings and large pilgrim numbers made it difficult to conduct comprehensive monitoring and inspections, primarily due to vehicle shortages and time constraints.
- b. **Absence of a Digital Feedback Mechanism:**

Without a centralized digital system to collect and analyze pilgrim feedback, data handling was manual, slow, and prone to inaccuracies, reducing the utility of the feedback process.

13.7. Behavioral Issues of Pakistani Hujjaj/mis-directed orientation & Trainings:

Perhaps the single most troublesome issue faced during the hajj operation was the attitudinal and behavioural issues of Pakistani Hujjaj which reflect poor orientation during pak based training exercises which seem to be more focused on the rituals than the substance. The author would resist the temptation of putting this in a very candid way due to limitations of report writing protocols, however the reader may imagine that the not-so-good behavior displayed by any pilgrim coming from across the globe, in majority cases they are unfortunately Pakistanis. We must address this issue rationally and methodically not just for ensuring smooth hajj operation but also for the better image of Pakistan as a country and Pakistanis as a nation.



RECOMMENDATIONS FOR FUTURE HAJJ OPERATIONS

Muhammad Hafeez
SO-PW
September, 2025, 11:34:53 PM

SECTION 14: RECOMMENDATIONS FOR FUTURE HAJJ OPERATIONS

This Report serves not only as a record of the diligent efforts of countless individuals—from the dedicated welfare staff and partner organizations to the staff of the Ministry and OPAP- but also as a foundational document for future Hajj missions. It is a testament to the unwavering commitment to serving the Hujjaj with the highest standards of care, efficiency, and devotion. To enhance future Hajj operations, comprehensive reforms are proposed across key areas. The Nazim Scheme should be institutionalized with rigorous training and end-to-end group responsibility, while digital transformation through RFID integration and a unified Hajj App will modernize pilgrim management. Stricter service provider contracts, optimized transport logistics, and improved Makatib coordination will ensure accountability and efficiency. Additional measures such as focus on selection and training of welfare staff are essential to elevate overall service standards for pilgrims. These strategic recommendations aim to address challenges and deliver a seamless Hajj experience for our hujjaj in future hajj operations.

14.1. Addressing Split Family Cases:

The recurring issue of split family allocations, where members of the same household are assigned accommodations across different floors or buildings, has emerged as the second most frequent complaint during the current Hajj mission. This situation causes considerable distress to Hujjaj. To resolve this systemic challenge, it is imperative to implement family-centric accommodation protocols at the initial planning stage within the Ministry's room allocation process. A dedicated family unit tracking system should be established during the registration and room assignment phases, with robust verification mechanisms to ensure all registered family members are identified through group numbers, automatically flagged for joint accommodation during the initial allocation and prioritized for adjacent or same-floor assignments within building clusters. The allocation algorithm must incorporate family unification as a primary criterion. Sector Coordinators should be empowered to rectify any allocation errors immediately upon arrival, with reserved buffer accommodations specifically for family reunification cases. The Ministry may corroborate with NADRA for ascertaining family tree for this purpose.

14.2. Strengthening IT Partnership Framework:

The engagement of Punjab IT Board as the Information Technology partner for this year's Hajj operations, while commendable in intent, revealed several systemic challenges in the implementation of critical digital platforms including the Hajj Management System, Pak Hajj Mobile App, and Pak Muavin Mobile App. The operational experience highlighted persistent technical deficiencies across multiple modules, particularly in core functionalities such as Muavineen attendance tracking and Haji search capabilities, which significantly impacted service delivery efficiency. To ensure robust technological support for future missions, it is imperative to establish a comprehensive rules of engagement framework that clearly defines performance benchmarks, system reliability standards, and mandatory functional requirements prior to deployment. Furthermore, the selection process for IT partners should be conducted through transparent open tendering procedures (framework agreements spanning over 3-5 Hajj years) within the Government sector, ensuring competitive evaluation of technical capabilities and proven track records in large-scale system implementations. This approach will not only elevate the quality of digital solutions but also institute accountability mechanisms to guarantee that all delivered systems meet the exact operational demands of Hajj management. The proposed model emphasizes both technical excellence and contractual responsibility, ensuring that future IT partnerships effectively support rather than hinder the Mission's critical operations while delivering seamless digital experiences for both Hujjaj and administrators alike.

14.3. Orientation of Pakistani Hujjaj:

It has been widely shared observations by most of the stakeholders including the Saudi Authorities and Service providers that the behaviors of most of the Pakistani hujjaj are far from the generally accepted norms. Most common observations and issues reported include, inter alia: The catering companies complain about their wastage of food; the Transport companies complain about their impatient behaviour and lack of discipline in making ques and denying the right of first boarding to female hujjaj; the Building owners report non-observance of cleanliness by our Hujjaj etc. In

view of this widely held opinion about behaviour of some of our hujjaj, it is recommended that the ministry introduce revised training modules with enhanced focus on the character building related contents rather than telling them the hajj rituals related stuff only. This is not to downplay the importance of hajj rituals which is equally important but the hujjaj shall be disseminated information about displaying good behavior, the true message of hajj and the sublime meanings of the teachings of islam which upholds right of fellow muslim brothers, discourage wastage of food, emphasizes cleanliness like no other religion in the world, respect for the host country regulations etc. This recommendation by no means mean to demean our hujjaj the vast majority of whome are the finest humane beings and display exemplary behavior during hajj.

14.4. Request for Proposal (RFP):

All major procurement shall be procured through transparent competitive process in line with the broad principles of procurement and spirit of PPRA Rules. Selection of Service provider company (SPC) Tawafa is the single most crucial component in the overall procurement process which has a far reaching impact on the success or otherwise of the actual Hajj operation (Mashaire- i.e. Mina, Arafat & Muzdalfa). It is therefore imperative that the RFP document shall include all major procurements including, procurement of services of: tawafa company, Accommodation, Catering services, transport services (Inter-city & Haram/swalat), Diyana (Hujjaj luggage transportation), and procurement of other services such as Rent-a-car services, Hiring the services of local Moavenin for seasonal hajj duties, etc. Though it is important to highlight the fact that following of the PPRA Rules-2024 in KSA Hajj eco-context in literal sense and true letter and spirit is not possible rather it may kill the very purpose of the PPRA which is to secure the most advantageous procurement. In addition, there is a universally accepted principle that the *law of the land* shall prevail in case there is a clash between the rules of the 'guest country' and the 'host country' and Hajj we know is governed and managed under the Saudi thalimaats. However, the general principles of procurement need to be observed which stipulates, *"Procuring agencies, while engaging in procurements, shall ensure that the procurements are conducted in a fair and transparent manner, the object of procurement brings value for money to the agency and the procurement process is efficient and economical"*.

14.5. Provision of KSA SIMs:

The previous Hajj seasons' initiatives to provide Pakistani SIM cards with roaming capabilities have demonstrated significant operational challenges, resulting in suboptimal communication experiences for Hujjaj. Despite troubleshooting efforts, persistent connectivity issues hindered Hujjaj's ability to access critical helpline services and maintain essential communications among them and with their families back in Pakistan. These technical limitations have compromised the effectiveness of a vital support mechanism during the Hajj. To resolve these systemic shortcomings, it is recommended that future Hajj Missions should arrange locally procured Saudi SIM cards with comprehensive service bundles. These SIMs should include balanced allocations for mobile data, international calling minutes, and local dialing capabilities, ensuring reliable connectivity throughout the Hajj journey. Transitioning to Saudi telecommunications infrastructure would leverage superior network coverage and technical reliability, while eliminating the trans-border service limitations experienced with roaming arrangements. This shift would empower pilgrims with uninterrupted access to emergency services, administrative support, and family communications, thereby enhancing both their spiritual experience and physical safety during the Hajj.

14.5. Standardized Uniforms:

The current uniform policy, which issues identical green jackets to all welfare staff regardless of their functional stream, has proven ineffective in facilitating smooth pilgrim-staff interactions. The lack of visual differentiation between Muavineen, Seasonal Duty Staff (SDS), Hajj Medical Mission (HMM) personnel, and local Muavineen creates unnecessary confusion for pilgrims seeking assistance. To enhance operational efficiency and service delivery, it is recommended that each staff category be distinguished through a standardized yet visually distinct uniform system. This stream-based identification approach should feature unique color schemes or design that immediately identify the wearer's organizational affiliation while maintaining a cohesive professional appearance across all welfare teams. Such differentiation would enable pilgrims to quickly identify and approach the appropriate support channel, thereby reducing misdirected inquiries and improving overall service effectiveness. The proposed system should extend to all supervisory levels, with additional distinctive markings to denote officers within each respective stream. This refinement would

maintain the unity of the Hajj Mission's support services while acknowledging the specialized nature of each operational stream.

14.6. Transport for Leftover Hujjaj:

A recurring operational challenge emerges when pilgrims become separated from their designated groups, often requiring special arrangements by the Pakistan Hajj Mission to facilitate their transportation from HMM building or other locations. This Left-Over Hujjaj, are usually gather at the Hajj Medical Mission Hospital, necessitating dedicated vehicle arrangements that incur additional costs and administrative burdens. It is therefore recommended that contractual agreements with Tawafa companies should be drafted in a manner that explicitly include provisions for managing transportation of such Left-Over Hujjaj. This would establish clear operational responsibility while alleviating the unnecessary strain on Hajj Mission resources. The proposed measure would not only streamline the transportation process but also ensure more comprehensive care for vulnerable pilgrims, particularly those requiring special assistance. By formalizing this arrangement, the Hajj Mission can achieve greater operational efficiency while maintaining its commitment to serving all pilgrims with dignity and care, regardless of their circumstances.

14.7. Camps/Makatib Facility Standards:

To elevate the quality of pilgrim accommodations during future Hajj missions, it is imperative to strengthen contractual agreements with service providers through more comprehensive quality assurance measures. The Hajj Mission should implement comprehensive facility evaluation protocols that mandate strict adherence to predefined standards for cleanliness and essential amenities across all Makatib. These enhanced contractual obligations must include detailed specifications for regular maintenance schedules, minimum space allocation per pilgrim, proper sanitation facilities, and reliable utilities, with clearly defined penalties for non-compliance. Furthermore, the Mission should establish a multi-tier inspection mechanism involving pre-Hajj inspections and random spot checks during operations to ensure consistent service delivery. This proactive approach to quality control will not only improve living conditions for Hujjaj in Mashair but also create a transparent accountability framework for Makatib, ultimately raising the overall standard of hospitality services throughout the Mashair Days. The implementation of these measures requires close coordination between OPAP, quality control teams of Moaveneen, and Assistant Maktab Coordinators (ACMs) to verify compliance at every operational stage.

14.8. Haji Gift Reassessment:

The current practice of providing Hujjaj with gift hamper containing few items such as a praying mat and a Muzdalifa carpet, while well intentioned, has proven less beneficial to the Hujjaj as well for the Hajj Mission due to number of reasons. First these items add to Hujjaj's luggage and many of them encounter significant difficulties transporting these gifts back to Pakistan, often resulting in either abandonment of the items or unnecessary excess baggage charges. Secondly, this is not actually a gift but a misnomer for things bought at the hujjaj expense. Thirdly, this put the Pakistan Hajj mission at a disadvantage viz a viz other missions of the muslim world, especially India, at the time of procurement of buildings as it is included in the cost per bed per haaji which the owner account for at the time of renting out buildings. Moreover, almost all hujjaj carry along these items from Pakistan and they don not really need them. After careful consideration of the reasons narrated, it is recommended that this haji gift distribution practice may be discontinued in future Hajj missions. If at all the Ministry wants to continue with this thoughtful gesture due to certain reasons, then two options are suggested: N0-1-These items should be procured as a separate item with separate earmarking of funds/expense in Hajj dues- not merged within the building procurement cost. No-2- These items should not be procured at the cost to haaji but some arrangements to this effect may be made with Service Providers under Corporate social Responsibility, preferably with Tawfa Company, if possible.

14.9. Matters relating to HMM:

To ensure comprehensive healthcare delivery during Hajj operations, the Hajj Medical Mission (HMM) need to maintain seamless operational alignment with the Office of the Coordinator Makkah, mirroring the established framework where sector dispensaries and ambulance services should operate under Sector Coordinators. This integrated approach will enhance medical response efficiency and resource optimization across all service tiers. Such operational harmonization between HMM team and the Office of Coordinator Makkah will not only improve patient care outcomes

but also ensure optimal utilization of the Mission's healthcare resources throughout the hajj period. The proposed model emphasizes flexibility without compromising health care domain of the HMM, creating a balanced healthcare ecosystem capable of addressing both routine medical needs and emergencies with equal proficiency. In addition the personnel of HMM shall also be deployed during Masha'ir days alongside the other streams of Moavineen for the welfare of Hujjaj.

14.10. Restructuring of Hajj Mission

- A hierarchical structure should be implemented, with all welfare staff (including Pakistan-based Muavineen, SDS, and local Muavineen (excluding the Head of the Medical Mission) operating under the administrative jurisdiction of the Coordinator Makkah.
- The distribution of functions/jobs should be re-assessed and accordingly assigned to Coordinators. However it is suggested that besides accommodation, transport & food arrangements, Lost & Found cell and Haram Guides should also report to the Coordinator Makkah, being closely linked with operations, while the remaining functions shall fall under Coordinator (Facilitation) and monitoring of private sector Hujja under the domain of Coordinator (Monitoring). The Complaints Cell/ Call Center shall function under the Director Makkah, as it provides comprehensive assistance to Hujjaj including coordination with Saudi Authorities etc which falls under the OPAP scope of responsibilities.
- A Joint Coordinator Operations (BS-19 Government officer) should be appointed to assist the coordinator Makkah and supervise operational matters, including Accommodation, Food, Transport, and Makatib Coordination.
- The Sector Coordinator should assume overall responsibility for all sector operations. All Assistant Coordinators (Food, Accommodation, Makatib, and Transport) shall report directly to the Sector Commander.
- Sector-based dispensaries should operate under the administrative supervision of the Sector Coordinator with Provision of a dedicated ambulance for emergencies.
- Attendants accompanying sick Hujjaj should be accommodated in the same building and this shall be managed under the authority of the Sector Coordinator.
- Madinah operations should be streamlined and managed by Coordinator Madina on the same model as that of Coordinator Makkah and shall be closely coordinated with Makkah operations. Moreover, important operational matters in Madinah should be managed & supervised by Pak Based Muavineen.
- Well-thought out organogram of Makkah and Madina along with function specific job descriptions need to be prepared and implemented.

14.11. Streamlined processes for ease of management

- All operational activities including flight schedules, sector allocations, building assignments, Maktab distributions, caterer deployments, and Hujjaj movement shall be thoroughly synchronised and inter-connected for seamless facilitation and execution of related operations.
- Buildings assigned to a single Maktab shall not be spread across multiple sectors.
- Hujjaj of each sector shall be served by not more than two caterers to maintain quality control and operational efficiency.
- Efforts shall be made to develop understanding with the concerned tawafa company for a single RFID/QR coded/Scan enabled single wristband or card instead of overloading hujjaj with multiple identification cards.

14.12. Digital Transformation & Unified Hajj Management Systems

- Expand RFID/QR codes integration for real-time tracking of pilgrims, transport, and services.
- Develop a centralized Hajj App merging all functionalities (navigation, complaints, and alerts) with multilingual support.
- Digitize feedback mechanisms for real-time service monitoring and trend analysis.
- Internal / In-House digital capability shall be upgraded by revitalizing IT section of MoRA.
- MORA, being a federal entity based in Islamabad, NITB professionals may be engaged instead of PITB.
- Rules of engagement with IT partners shall be clearly spelt out and each function shall be devised minutely along with functional job descriptions of the Ministry IT cell and training for in-house capacity building.

14.13. Service Provider Accountability & Contractual Reforms

- Enforce the agreements of services in true letter and spirit and develop an in-house detailed mechanism for regular inspection and monitoring of the services delivered to the Hujjaj. This year experience of monitoring of services provide to Govt scheme Hujjaj needs to be further fine-tuned.
- Violation of each provision of the agreement shall be quantified and penalties thereof imposed accordingly.
- Maximum focus should be laid on the housekeeping services of Hujjaj in accommodation agreement which will result in complaints reduction.
- Provision of Wifi service in lobbies and rooms on each floor should be available to Hujjaj and shall therefore be incorporated in the building contracts.
- Catering companies should be given a quota in such a way that each sector must not have more than two catering companies. During the procurement of catering services, it must be checked that the company have staff with valid credentials (Iqama/Tasreeh).

14.14. Optimized Transport & Logistics

- RFID/GPS-track all buses and mandatory route training for drivers, with Urdu-speaking staff onboard.
- Cluster buildings sector-wise to streamline pickups/ drop-offs and increase bus to hujjaj ratio to 150 Hujjaj per bus.
- Secure exclusive drop points (e.g., Masqoota-Ajyad) for Pakistan to reduce congestion.

14.15. Enhanced Makatib & Mashair Coordination

- Align Makatib jurisdiction with sectors (maximum 2 makatib per sector) and deploy ACMs/ Nazimeen early for pre-Hajj coordination.
- Joint camp management with Tawafa companies, ensuring sufficient bedding lists, hygiene protocols, and Pakistani food options.
- Issue Saudi SIMs to staff/ Hujjaj for reliable communication.
- List containing names of each hajji shall be pasted outside the door of camp/khema and should be duly reconciled with the capacity and number of hujjaj.

14.16. Proactive Welfare of Hujjaj

- Launch a 24/7 Madinah Call Center with escalation protocols.
- The function of Haram Guides should be entrusted to Coordinator Makkah for efficient services of Hujjaj and should be monitored through daily morning meetings.
- Conduct a detailed pre-Hajj orientation for Hujjaj on the usage of helpline services in KSA, usage of QR/ barcode, rituals, and emergency procedures.

14.17. Media coverage & Engagement of Targeted Audience

- Leverage Instagram/ TikTok for youth outreach and real-time updates on the services extended to Hujjaj by the Welfare Staff.
- Small videos on rituals and administrative moves especially during Mashair days activities should be developed and disseminated on social media.

14.18. Appointment of Sub-Sector Coordinators for Better Management:

To optimize operational efficiency, Makkah may be divided into 10 sectors, with larger sectors further subdivided into building clusters overseen by Sub-Sector Coordinators. This hierarchical approach will ensure more focused management while maintaining centralized oversight under Sector Coordinators. (This was experimented in few sectors during this hajj too)

14.19. Compact Clustering of Buildings:

The Pakistan Hajj Mission usually secures 180-200 buildings for pilgrim accommodation. When these facilities are geographically dispersed, it creates significant logistical challenges—including inefficient transportation to the Haram, increased costs, and delays in food distribution. To enhance operational efficiency, the next Hajj Mission should prioritize clustering accommodations in close proximity, minimizing isolated buildings (e.g. building no”935) to streamline management, reduce transit times, and optimize resource allocation.

14.20. Enhanced Security Arrangements:

All contractual agreements with building owners must mandate fully operational CCTV systems, with real-time monitoring access granted to Sector Coordinators to ensure pilgrim security. Additionally, on-site security personnel will be required to comply fully with directives issued by the Sector Coordinator throughout the Hajj season, maintaining a unified chain of command for all safety-related matters. *(Instances of few theft cases even from rooms of our hujjaj were reported during hajj-2025)*

14.21. Mandatory Hajj Training Protocol:

Future Hajj Missions shall implement compulsory training programs for all Hujjaj, conducted by experienced instructors well versed in Mission operations. Trainers will be required to evaluate and document each pilgrim's behavior, attitude, and commitment to Hajj rituals, with mandatory reporting. All participants/ Hujjaj must be explicitly informed that misconduct - including violations of Saudi regulations, security protocols, public disturbances, or mistreatment of Muavineen - may result in immediate action by KSA authorities and Government of Pakistan. *(The Ministry may obtain written undertaking to this effect)*

14.22. Reform mechanism for selection of Private Sector Moavenin:

To ensure transparent oversight of Muavineen allocated to Munazims- Hajj Group Organizers (HGOs), future Hajj Missions shall implement standardized selection through Ministry approved criteria. This centralized process will replace the current ambiguous system, preventing potential misuse of service visas while maintaining consistent service standards across all private sector Hajj operations. The Hajj Organizers Association of Pakistan (HOAP) shall be made to adhere strictly to these reformed procedures, with enhanced monitoring mechanisms to ensure full compliance with operational guidelines.

14.23. Streamlining Madinah Operations:

Madinah operations should be streamlined and managed by Coordinator Madina on the same model as being in vogue in case of Coordinator Makkah and shall be closely coordinated with Makkah operations. Future Hajj Missions need to establish integrated coordination between Makkah and Madinah operations, with particular emphasis on synchronizing welfare staff deployment and pilgrim movements. The Hajj Management System/mobile application require urgent updating to include clear timelines for Madinah-bound pilgrim movements, transparent and clear duration of stays in each city and real-time tracking of all personnel and resource allocations. A standardized system shall be implemented to regulate scheduled pilgrim transfers between holy cities, organized welfare staff rotations and efficient resource distribution. Moreover, important operational matters in Madinah should be supervised by Pak Based Muavineen. Moreover, A well-thought out organogram of Makkah and Madina along with function specific job description need to be prepared and implemented. This operational overhaul will ensure seamless service delivery and optimal utilization of human resource across both cities.

14.24. Standardization of Local Muavineen Recruitment:

To enhance operational efficiency in future Hajj Missions, the Office of the Pilgrims Affairs (OPAP) shall establish a methodical selection framework for Local Muavineen recruitment through authorized Saudi hiring Agency as per requirement. The standardized criteria shall be applied across all recruitment of local Moavenin in Makkah as well as Madina, for which the criteria shall, inter alia, includee:

- a. Valid Tasreeh (work permit)
- b. Current Iqama (residency permit)
- c. Minimum educational requirement of Matriculation/Intermediate
- d. Demonstrated experience in Hajj operations or related service fields
- e. Primary recruitment from Makkah, Jeddah, Taif and adjacent areas
- f. Comprehensive annual performance profiling system
- g. Priority rehiring for top-performing candidates

14.25. Buildings Management and Staff Deployment:

- a. A fixed service duration of 35-45 days shall be established for all welfare staff, with any extensions requiring prior written authorization.
- b. Sector Coordinators will bear primary responsibility for conducting thorough initial inspections and formal taking over of the buildings, ensuring complete documentation of the buildings's condition.
- c. Deputy Sector Coordinators shall exclusively manage the final inspection and handing over process, verifying fulfillment of all contractual obligations before possession of the building.
- d. No building shall be returned to owners without obtaining: Formal clearance certificate from the Sector Office or until 15th Moharram whichever is earlier and Completion of all mandated handing over documentation
- e. All building planning teams contracted by OPAP shall operate under the direct supervision of Sector Coordinators to maintain operational consistency.

14.26. Senior-Level ACMs:

The role of Assistant Coordinator Makatib (ACM) constitutes one of the most operationally critical positions during the Mashair days, requiring coordination capabilities to manage the complex hospitality center operations. These officers serve as the primary interface between multiple Saudi authorities and navigate challenging circumstances including language barriers, regulatory compliance with Saudi Taleemat and time-sensitive logistical arrangements - particularly in early departure procedures. Given the position's importance in ensuring smooth Mashair operations, the selection process for ACM appointments demands particular diligence. Such Moaveneen must demonstrate proven competencies, cultural sensitivity, and an in-depth understanding of bilateral Hajj protocols. Only officers of appropriate seniority should be considered for these sensitive postings, with particular emphasis on the ability to operate effectively under pressure. The Ministry need to establish elaborate selection criteria to ensure ACM appointees possess the necessary qualifications to fulfill these multifaceted responsibilities.

14.27. Imprest Money & Petty Cash:

The Office of the Coordinator Makkah serves as the operational nerve center for all Hajj-related services, requiring immediate financial decision-making capacity to address the dynamic needs of pilgrims. Given the complex, time-sensitive nature of Hajj operations, existing financial protocols often create operational bottlenecks, particularly concerning routine expenditures essential for service delivery. To enhance operational efficiency, it is recommended that predefined budgetary allocations be established for recurring operational needs including transportation, office supplies, communication services, IT infrastructure maintenance, and hospitality provisions for pilgrims visiting the MCO. Such financial delegation should incorporate streamlined approval mechanisms for petty cash expenditures, with appropriate safeguards through periodic audits rather than restrictive pre-approval requirements. This operational flexibility would enable the Coordinator's office to respond promptly to emergent needs while maintaining fiscal responsibility through robust post-transaction accountability measures. The proposed framework would maintain necessary financial oversight while eliminating procedural delays that currently hinder effective service delivery during critical operational periods.

14.28. Institutionalize the Nazim Scheme with Standardized Training & Deployment

- Formalize selection criteria for Nazims (Grades 11–18) based on Hujjaj quota and merit.
- Mandatory 2-week immersive training (rituals, crowd management, and emergency response) and assign Nazims to pilgrim groups two months pre-deployment in Pakistan.
- Ensure Nazims accompany their groups' end-to-end (“*Ghar se Ghar Tak*”) for continuity.

14.29. Staff Welfare & Performance Incentives

- Offer double daily allowances during Mashair for top-performing Nazimeen/ ACMs (based on app-based ratings).
- Ensure post-Hajj accommodations in Madinah for Muavineen as a morale booster.
- Recruit all welfare staff (including SDS & Military Welfare Staff of HMM) via competitive process and prioritize experienced personnel for critical roles.
- Best performers should be given honorary marks (3 to 5 marks) in next year open competitive process for the duty of Hajj Mission.

The foregoing recommendations are designed to inform policy, refine operations, and ensure that each successive Hajj experience for Pakistani pilgrims is progressively more fulfilling and spiritually more enriching than previous years. The report comprehensively reflects the operational aspects and outcomes of Hajj-2025. The findings and recommendations will be useful for post-Hajj evaluation and further improvements in future hajj operations. The Recommendations contained in this Report may prove beneficial for Members of the Hiring & Procurement Committee (H&PC) in securing the best possible services for the welfare and comfort of Pakistani Hujjaj and equally helpful for the Hajj Wing especially the IT Cell of the Ministry to address the most common issues repeated every year in allocation of Buildings/Rooms, Sectors and Makatib.

CONCLUSION

CONCLUSION

The Pakistan Hajj Mission 2025, under the strategic leadership of the Secretary MoRA & IH, stands as a testament to institutional resilience, operational innovation, and unwavering commitment to pilgrim welfare. This year's Hajj operation marked a historic restructuring of framework, with the establishment of the Coordinator Makkah's office as the central operational hub, merging key functions under a unified command structure. This transformation catalyzed improved coordination, service integration, and direct accountability, ultimately ensuring a more seamless and dignified pilgrimage experience for over 88,000 Pakistani Hujjaj.

Significant milestones were achieved across all service domains. The '*Mashair Management Strategy – Reimagined*' ensured structured and timely pilgrim movement across Mina, Arafat, and Muzdalifah, with a remarkable around 70% reduction in complaints, reflecting effective planning, training, and on-ground execution. Robust digital initiatives, including the Pak Hajj App, RFID tracking of busses, and improved complaint management systems, were leveraged to enhance transparency, responsiveness, and real-time coordination. These advancements, combined with an extensive training program and scenario-based exercises for Muavineen, fortified the operational readiness of the welfare staff.

Accommodation operations were conducted across 177 buildings, supported by pre-arrival inspections, real-time complaint redressal, and post-occupancy enforcement mechanisms. Fines were imposed for contract breaches, highlighting an assertive shift toward accountability of service providers. Despite structural challenges in some buildings, such as poor hygiene, lift failures, and other small issues, sector-wise coordination and daily reporting ensured prompt rectification and improved service outcomes.

In the food sector, over 6.1 million meals were served with improved variety and hygiene oversight. However, staffing gaps due to a reduced private Hujjaj quota and flight disruptions etc posed operational strain. The deployment of local Muavineen mitigated some challenges, but also highlighted the critical need for standardized vendor qualification and sustained logistical support.

Transport logistics saw a blend of success and persistent challenges. While operations such as Salwat, Mashair movement, and inter-city transfers were managed diligently, recurring issues—such as language barriers with Egyptian drivers, absence of Tasreeh permits for official vehicles, and an impractical Hujjaj-to-bus allocation ratio—indicate the need for transport policy reform, professional driver management, and enhanced emergency response planning.

The complaints, monitoring, and vigilance units demonstrated high functionality, resolving 98% of total complaints received. Real-time dashboards, active field inspections, and data-driven escalation protocols helped preempt critical service failures. However, technological rigidities within the HMS system and the lack of integrated feedback platforms continue to limit analytical depth and proactive response mechanisms.

Importantly, the Nazim Scheme—a first-of-its-kind initiative—emerged as a foundational pillar for crowd management and group-level facilitation. While its rollout faced hurdles due to limited trained staff and late deployments, its strategic value is unquestionable. Standardized pre-Hajj Nazim selection, deployment alongside their assigned pilgrim groups, and comprehensive training must be institutionalized to fully harness this scheme's potential.

In summary, the Pakistan Hajj Mission 2025 established a bold and effective framework for delivering a modern, responsive, and pilgrim-centric operation. Despite enduring structural and external limitations, the mission achieved substantial progress in digital transformation, policy enforcement, and welfare delivery. The lessons learned, challenges identified, and best practices documented herein form a robust foundation for future reforms.

The recommendations outlined in this report—ranging from enhancing digital platforms and vendor accountability to strengthening coordination with Saudi stakeholders and reinforcing pre-Hajj training—should guide the evolution of Hajj operations. With sustained political will, institutional continuity, and stakeholder collaboration, Pakistan can continue to elevate the standard of service for the Guests of Allah, setting new benchmarks in global pilgrimage management.

CLICKS AND GLIMPSES



CLICKS & GLIMPSES

MUAVINEEN-E-HUJJAJ, PRIDE OF THE MISSION



Indoor Training of Muavineen in Pakistan



Emergency response training of Muavineen



An oath before Allah: a duty to His guests



Muavineen training venue visited by Federal Minister for RA & IH



Federal Minister for RA & IH addressing Muavineen at Hajj Camp Islamabad



Mashair Orientation of Muavineen at Makkah

Figure 63: Clicks and Glimpses - 1

FRAMES OF FAITH & DUTY



Pakistan Camp Office Mina



Command in the Camps:
Establishment of FCD in Mina



Token of appreciation for a Muavin,
Ahsan Ali by Coordinator Makkah



Sabeel of sincerity : A muavin distributing juice
among thirty Hajjaj



A trust well kept : Returning lost mobile to
Indian Hajj



Faithful in every task: Returning lost
mobile to Iraqi Hajj

Figure 64: Clicks and Glimpses - 2

حجاج کی خدمت ہماری عبادت



Receiving Hujjaj on their sacred path with grace and honor. Glimpses of receptions of Hujjaj at different buildings



A humble shoulder carrying the weight of devotion : A muavin helping Indian Hajj

Kindness in every drop: helping in heat



Support in every step: A muavin helping old Hajj

Wheels of care, driven by compassion and duty

Figure 65: Clicks and Glimpses - 3

TRIUMPH OF SERVICE – HAJJ 2025



Core team meeting on post-Hajj 2025 review and strategic insights.



A night celebrated to crown the best performers.



Honoring the Pillars of Excellence: Shields awarded to Core team members



Not just a certificate: A story of service. A sample of Appreciation certificate awarded to Best performers by Coordinator Makkah



A Celebration of Teamwork and Achievement

Figure 66: Clicks and Glimpses - 4

Muavineen Code of Condu

UNDERTAKING FOR MOAVINEEN / NAZIM

- 1/ I hereby undertake that I have submitted following required documents;
- Original passport.
 - Departmental NOC for proceeding to KSA for performance of Moavineen/Nazim duties.
 - Salary Slip duly attested by the department.
 - 03 coloured photographs (Passport Size)....(Blue or White background).
 - Three photocopies of CNIC (both sides).
 - Three copies of Departmental Card (Both sides).
 - Acceptance form duly filled in by the nominee and countersigned by the respective departments.
 - Medical Fitness Certificate (Medical Officer of any Government Hospital).
 - Undertake that I have a smart phone compatible with the official Hajj app for Moavineen. I also understand that all Moavineen/Nazims are expected to carry their own android phones and battery power banks. In case I don't have an android phone (or one that is not compatible with the official Hajj app for Moavineen), I shall procure or arrange at my own expense before my training in Pakistan (with no later reimbursement by the Ministry of RA & IH).
 - A Surety Bond on stamp paper (copy enclosed) signed between the nominee and his / her concerned department explicitly showing that in case of any violation to the SOPs / Saudi Talimaat of KSA and subsequent fine of whatever limit shall be borne by the perpetrator from his own recourses. MORA & IH shall have no responsibility to bear such losses.
- 2/ I hereby admit that it is really a blessing of Almighty Allah that I have been selected / chosen to serve the guests of Allah Almighty. Being a Moavin, my first and prime responsibility is to serve and help out Hujjaj in distress. Owing to some unavoidable circumstances if I have to chose between my duty or to perform Hajj, I will not hesitate to chose my duty to serve Hujjaj.
- 3/ I hereby solemnly affirm and undertake that I will abide by the Policy and instructions of the Ministry of Religious Affairs and Interfaith Harmony pertaining to Hajj Operation 2025 issued from time to time. I also undertake that I will not directly, indirectly, physically or telephonically contact the authorities of the RA & IH for any under favor. I further undertake that, if I am involved in any political, ethnic and sectarian activity then my selection will be liable to be cancelled as well as disciplinary action under prevailing rules and regulation to be taken by my parent department. Clearance / Inquiry, if any required will be made through my respective division / department. I also declare that none of my spouse / family member is performing Hajj during Hajj-2025.
- 4/ I further undertake that if I am found guilty of negligence, omission or criminality during Hajj duty, the Ministry of Religious Affairs and Interfaith Harmony, Islamabad is authorized to issue a warning, to me and then deduction of minimum three to five days daily allowance or urgent repatriation to Pakistan on my own expense incurred on me by MoRA. Upon which I will have no objection. I also undertake that I shall personally borne all the expenses in case of repatriation to Pakistan on account of (a) misconduct, (b) disciplinary action or (c) in case of early return to Pakistan at my own will due to any reason whatsoever.
- 5/ The given information is correct to the best of my knowledge / belief and nothing has been concealed to avail any undue benefits. The M/o RA & IH may reject my nomination altogether, if the information is found deficient / incorrect / fabricated.

Signature of Nominee

Disciplinary Committee for Conducting Proceedings Against Welfare Staff



OFFICE OF COORDINATOR MAKKAH
OFFICE OF THE PILGRIMS AFFAIRS PAKISTAN
MAIN CONTROL OFFICE, MAKKAH.

No. MCO/Admn/Hajj/2025/39

Dated: 17.05.2025

OFFICE ORDER

Subject: CONSTITUTION OF DISCIPLINARY COMMITTEE FOR CONDUCTING PROCEEDINGS AGAINST WELFARE STAFF IN CASE OF VIOLATIONS DURING HAJJ OPERATIONS-2025

In order to ensure discipline and decorum of the Welfare staff during Hajj operation-2025, and to ensure facilitation and welfare of our Hujjaj, it is imperative that all members of the welfare staff discharge their duties with utmost diligence, commitment, and professionalism.

2. In order to institutionalize discipline and to address instances of misconduct, a Disciplinary Committee is hereby constituted to examine and adjudicate cases of negligence and related matters arising during Hajj Operations-2025. The composition of the Committee will be as follows:

- i. Deputy Coordinator (Administration, Discipline), **Chairman**
- ii. Deputy Coordinator (Operations), **Member/Secretary**
- iii. Deputy Coordinator, Complaints, Monitoring and Vigilance CMV, **Member**

3. **The Terms of Reference (ToRs) of the Committee will include:**

- Reviewing and investigating complaints and allegations of misconduct, indiscipline, or violation of prescribed duties by Muavineen;
- Conducting impartial and fair hearings to determine the facts;
- Recommending appropriate disciplinary actions based on findings;
- Convening hearing as and when required for the timely disposal of matters.

4. Disciplinary proceedings will be initiated against any welfare staff member found involved in:

- Dereliction of duty or absence from place of duty;
- Failure to respond to legitimate complaints or needs of Hujjaj;
- Insubordination or non-compliance with directives from supervisory officers;
- Any act that compromises the safety, dignity, or well-being of Hujjaj.
- Found without proper Uniform during duty Hours.

5. All Sector Coordinators are directed to:

- Rigorously monitor the conduct and performance of Muavineen under their control;
- Report any instance of negligence or misconduct to the Disciplinary Committee without delay;
- Submit supporting evidence including written complaints, witness statements, duty rosters, or time logs to facilitate expeditious inquiry;
- Share duty roster well in time.

6. The Committee shall recommend one or more of the following penalties, as warranted by the nature and gravity of the offence:

- Written Warning
- Deduction of Daily Allowance (DA)
- Immediate Repatriation to Pakistan
- Barring from future welfare staff duties
- Reporting instances of discipline violations to their concerned parent offices

7. This office order is issued in the interest of maintaining high standards of accountability, professionalism, and service delivery during Hajj Operations-2025.

8. This issue with the approval of Coordinator, Makkah.


(Muhammad Mujahid Khan)
Dy. Coordinator (Admn & Discipline)

Distribution:-

- I. All concerned

BUILDING INSPECTION REPORT

Building No	Maktab No	Location	Capacity	No of Pilgrims Booked

SCHEDULE OF ARRIVAL OF PILGRIMS IN THE BUILDING

Date	Flight No	Gate way	No of Pilgrims

Report

1	Reception Counter	Yes / No	
2	Door lock keys with duplicate keys	Yes / No	
3	Building Address card with map	Yes / No	
4	Telephone availability at reception	Yes / No	If Yes, Ph. No:
5	Haris is present	Yes / No	If Yes, Name: Ph. No:
6	Owner's Detail	Yes/No	Name: Phone No:
7	Building stickers have been pasted	Yes / No	
8	Rooms have been allotted as per capacity	Yes / No	
9	Maktab sign has been displayed	Yes / No	
10	Electricity is available	Yes / No	
11	Water reservoir is full	Yes / No	
12	Drinking water is available	Yes / No	
13	Beds as per room capacity have been provided	Yes / No	
14	Beds sheets / pillow and blanket are neat and clean	Yes / No	
15	Air-Conditioners are working	Yes / No	
16	Lifts are operational	Yes / No	
17	Bath rooms fitting such as flush tanks, wash basin etc are in working condition	Yes / No	
18	Door locks are in order	Yes / No	
19	Transport has been arranged	Yes / No	
20	Awareness stickers including building plan / maps have been placed in the building	Yes / No	
21	Waste baskets / dust bins are available	Yes / No	
22	Wheel Chair Ramp is present	Yes / No	
23	Fire Extinguisher / Cylinder held and serviceable	Yes / No	
24	Check for all emergency exit for serviceability	Yes / No	

25	Toilet Commodes blocked/leaking or damaged	Yes / No	
26	Kitchen on each floor	Yes / No	
27	Laundry facility in building (01 Machine/100 Hujjaj)	Yes / No	
28	Electric stoves (01/Room)	Yes / No	
29	Whether Notice has been issued to the owner	Yes / No	

Sector commander's Remarks, if any:

Name of Sector Coordinator:

Sector Number:

Date:

Signature:

FINAL INSPECTION/ BUILDING OCCUPATION REPORT

Building No	Maktab No	Location	Capacity	No of Hujjaj Booked

Report

1	Reception Counter	Yes / No	
2	Door lock keys with duplicate keys	Yes / No	
3	Building Address card with map	Yes / No	
4	Telephone availability at reception	Yes / No	If Yes, Ph. No:
5	Haris is present	Yes / No	If Yes, Name: Ph. No:
6	Owner's Detail	Yes/No	Name: Ph.No:
7	Building stickers have been pasted	Yes / No	
8	Rooms have been allotted as per capacity	Yes / No	
9	Maktab sign has been displayed	Yes / No	
10	Electricity is available	Yes / No	
11	Water reservoir is full	Yes / No	
12	Drinking water is available	Yes / No	
13	Beds as per room capacity have been provided	Yes / No	
14	Beds sheets / pillow and blanket are neat and clean	Yes / No	
15	Air-Conditioners are working	Yes / No	
16	Lifts are operational	Yes / No	
17	Bath rooms fitting such as flush tanks, wash basin etc are in working condition	Yes / No	
18	Door locks are in order	Yes / No	
19	Transport has been arranged	Yes / No	
20	Awareness stickers including building plan / maps have been placed in the building	Yes / No	
21	Waste baskets / dust bins are available	Yes / No	
22	Wheel Chair Ramp is present	Yes / No	
23	Fire Extinguisher / Cylinder held and serviceable	Yes / No	
24	Check for all emergency exit for serviceability	Yes / No	
25	Toilet Commodes blocked/leaking or damaged	Yes / No	
26	Kitchen on each floor	Yes / No	
27	Laundry facility in building (01 Machine/100 Hujjaj)	Yes / No	
28	Electric stoves (01/Room)	Yes / No	
29	Whether Notice has been issued to the owner	Yes / No	

The building has been taken over after final inspection on _____ for induction of Hujjaj to be arrived on _____ by flight no. _____ from _____

Sector Coordinator's Remarks, if any: _____

Name of Sector Coordinator: _____

Sector Number: _____

Date: _____

Signature: _____

Categories of Makkah Buildings

Sr No.	Building No.	Category		Sr No.	Building No.	Category		Sr No.	Building No.	Category
1.	101	B+		36.	212	A		71.	414	A+
2.	102	B		37.	213	B+		72.	415	B-
3.	103	A		38.	214	C+		73.	416	B
4.	104	B		39.	215	C		74.	417	A
5.	105	B+		40.	216	C		75.	418	B-
6.	106	B		41.	217	B+		76.	419	B
7.	107	B+		42.	218	B+		77.	421	A+
8.	108	B-		43.	219	B		78.	422	A
9.	109	C		44.	220	B		79.	423	A
10.	110	B		45.	221	B		80.	424	A
11.	111	B+		46.	301	C+		81.	425	A
12.	112	B+		47.	302	C		82.	426	A
13.	113	B+		48.	303	A		83.	501	B+
14.	114	B+		49.	304	A-		84.	502	B
15.	115	C		50.	305	B		85.	503	A
16.	116	B		51.	306	B		86.	504	B
17.	117	B+		52.	307	B		87.	505	C
18.	118	B+		53.	308	B		88.	506	B+
19.	119	B+		54.	309	B		89.	507	B
20.	120	B		55.	310	B+		90.	508	B+
21.	121	C		56.	311	C		91.	509	A
22.	122	B+		57.	312	A+		92.	510	B+
23.	123	B+		58.	401	B+		93.	511	A+
24.	124	B+		59.	402	B		94.	512	B+
25.	201	A		60.	403	C		95.	513	B
26.	202	B++		61.	404	B		96.	514	B
27.	203	B+		62.	405	B		97.	515	B-
28.	204	A+		63.	406	B		98.	516	B+
29.	205	B-		64.	407	B-		99.	517	B-
30.	206	A-		65.	408	B+		100.	518	A
31.	207	B		66.	409	B		101.	519	B
32.	208	A		67.	410	A+		102.	520	B
33.	209	B+		68.	411	A+		103.	521	A
34.	210	C		69.	412	B-		104.	522	C
35.	211	C		70.	413	A+		105.	523	C

Sr No.	Building No.	Category		Sr No.	Building No.	Category		Sr No.	Building No.	Category
106.	601	A		132.	801	B		153.	901	A
107.	602	A		133.	802	B++		154.	902	B+
108.	603	A		134.	803	B		155.	903	A
109.	604	A		135.	804	B++		156.	904	B
110.	605	A		136.	805	B-		157.	905	B+
111.	606	A		137.	806	B		158.	906	B+
112.	607	B		138.	807	B		159.	907	B+
113.	608	B		139.	808	B+		160.	908	B
114.	609	B		140.	809	B+		161.	909	A
115.	610	A		141.	810	B+		162.	910	B
116.	701	B+		142.	811	B+		163.	911	A-
117.	702	B-		143.	812	B+		164.	912	A+
118.	703	B-		144.	813	B+		165.	920	B+
119.	704	B-		145.	814	B+		166.	921	B+
120.	705	B-		146.	815	B+		167.	922	A+
121.	706	B-		147.	816	B+		168.	923	B
122.	707	B		148.	817	B+		169.	924	B-
123.	708	B		149.	818	B+		170.	925	B
124.	709	B		150.	819	B+		171.	926	B
125.	710	B		151.	820	B+		172.	927	A
126.	711	B		152.	821	A+		173.	928	A+
127.	712	B						174.	929	B
128.	713	B						175.	930	A+
129.	714	B						176.	931	B
130.	715	B						177.	932	A
131.	716	A+						178.	933	A
								179.	934	B+
								180.	935	A

Committee for Fines & Penalties on Service Providers


 OFFICE OF COORDINATOR MAKKAH
 OFFICE OF THE PILGRIMS AFFAIRS PAKISTAN
 MAIN CONTROL OFFICE, MAKKAH

No. MCO/Misc/Hajj/2025/02 Dated: 17.05.2025

Subject: COMMITTEE FOR IMPOSITION OF FINE AND PENALTIES ON SERVICE PROVIDERS-HAJJ OPERATION 2025

In order to enforce respective contractual arrangements with the concerned Service Providers, it is imperative to put in place a framework for reporting violations and accordingly impose fines and penalties on the non-compliant Service providers

2. In view of the above, a committee comprising of the following members is constituted:

- Coordinator Makkah, Chairman
- Deputy Coordinator (Operations), Member/Secretary
- Concerned Sector Coordinator, Member
- Concerned Deputy Coordinator (Accommodation/Food/Transport)

Terms of Reference of the Committee (TORs)

The terms of Reference, of the Committee, inter alia includes:

- To examine and analyze evidence and supportive proofs
- To evaluate violations of the relevant provisions of the concerned Service providers Agreements
- To conduct hearing or obtain clarifications from involved parties
- To impose fine & penalty proportionate to severity of the violations
- To investigate and decide upon the complaint in light of evidence
- Issue a fair and objective decision based on the findings and evidence

RIGHT OF APPEAL:

The aggrieved party shall have a right of appeal before the Chief Coordinator and Director (Hajj), (Makkah and Madina, as the case may be) within seven days of announcement of the decision.


 (Muhammad Mujahid Khan)
 Dy. Coordinator (Admin & Discipline)

Distribution:-

- i. Director General (Hajj), OPAP, Makkah
- ii. Chief Coordinator
- iii. Coordinator, Makkah
- iv. Director, (Madina Munawarah)
- v. Director, (Makkah)
- vi. All concerned

Induction Plan for Building

Expected Time: _____

Date: _____

**Booked Hujjaj:
Maktab No.**

Flight No.	Arrival From	No of Hujjaj	Remarks

1. Welcome Party.

Sr.No	Name of Moavin	Phone No.	Remarks
1			
2			
3			

2. Counting Party.

Sr.No	Name of Moavin	Phone No.	Remarks
1			
2			

3. Lobby Party.

Counting party will present in lobby for announcements after counting the Hujjaj.

4. Lift Party.

Sr.No	Name of Moavin	Phone No.	Remarks
1			
2			
3			
4			

5. **Floor Duty.**

Sr.No	Name of Moavin	Floor No.	No.ofHujjaj	Phone No.	Remarks
1					
2					
3					
4					
5					
6					
7					
8					
9					
10					
Total					

Jumma Prayer Plan – Sample



OFFICE OF THE DEPUTY TRANSPORT COORDINATOR, HAJJ MISSION– (MCO MAKKAH, KSA)

No. 144 / TPT/Prayer Duty

Dated: 19.06.2025

Subject: - **DEPLOYMENT OF JUMMA PRAYER OPERATION PLAN POST-HAJJ**

Please refer to the subject cited above.

Following Pak-Based and Local Moavineen are hereby assigned duties for **Jumma** prayer operation as detailed below:-

Duty Timing: **10:00 AM to End of JUMMA Operation**

Overall Supervision: **Zulfiqar Khan, Coordinator Makkah**
Muhammad Javeed Iqbal (Deputy Coordinator Transport)
Ph.0538321804 (+92 300 4571834 Wtp)

For Vigilance & Monitoring : **Ms. Naila Ashraf (I/c Vigilance & Monitoring)**

1. **Jamrat**

In charge Duty: **MUHAMMAD MUNAWAR RATHORE (Ph. No.0548569770)**

DUTY POINT	PAK BASED / LOCAL MOAVINEEN
Megaphone Party	Muhammad Adnan – (PBM, TPT, Front side) Shahzad Khurram– (PBM, TPT, Central Area) Wajid Hussain Soomro (PBM, TPT)
Shuttle Area	Muhammad Adil Naseem (PBM, TPT) Muhammad Junaid Akhter, (PBM, TPT) Ahmed Nawaz (LM, TPT) Muhammad Tariq Khan, (LM, TPT)
Chain Party Front Side	Shafiq Ijaz (PBM, S-5) Muhammad Noman (PBM, S-5) Muhammad yahya PBM (S-8) Moaz Ahmed, PBM (S-4)
Chain Party Rear	Muhammad Ayaz (PBM, TPT) Younas (LM, S-5) Asif Ullah, SDS (S-4)
Sect-04: (3-Lines)	Muhammad (LM, TPT) 597101911 Kamran Saeed (LM, TPT) Saib Rehman, PBM (S-4) Huzaila Yaqoob, PBM (S-4)
Sect-05: (3-Line)	Ahsan Rasheed, (PBM, ACT-5) Arif Mehmood (LM, TPT) Muhammad Sajid (LM, TPT) Irfan Khawaja (LM, TPT) Sufyan Madni (LM, S-5)
Sect-07: (1-Line)	Mian Umair Jamil (PBM, TPT, ACT-7) Nadeem Khan (LM, TPT) Muhammad Siddique (LM, TPT) Shahab ud Din (S-7)
Sect-08: (2-Lines)	Khizer Hayat (PBM, TPT) Muzaffar Iqbal, (PBM, S-8) 8-B
Rear Parking	Muhammad Naqash (PBM TPT) Tayyab Farooq (PBM, TPT) Asim Mehmood (LM, TPT)
Buses entrance	Abdul Baqi, (PBM, TPT)

	Hameed Ullah (LM, TPT) Hafeez Ullah (LM, S-8)
Buses exit	Muhammad Aamir (PBM, TPT) Muhammad Rizwan (LM, TPT) Syed Adnan Rashid (S-7)

2. Mahbasul Jin

In charge Duty: SYED FARHAT ABBAS

Duty point	PAK BASED / LOCAL MOAVINEEN
Megaphone Party	Ijaz Hussain PBM TPT Muhammad Faisal (PBM)
Shuttle Drop Area	Mubashar Hafeez PBM TPT Faisal Khan PBM TPT
Sect-01: (3-Lines)	Raheel Shahzad (PBM, ACT, S-1) Shahzad Faisal LM TPT Khaliq ur Rehman LM TPT Faheem ud Din (LM, S-1) Sajjad Hussain, (LM, S-1)
Sect-02: (2-Lines)	Muhammad Nauman (PBM, S-2) Gufran Nawab (LM, S-2) 2-A Muhammad Aslam (PBM, S-2) Aminullah LM TPT
Rear Parking	Muhammad Arslan Talib TPT Saranjam Khan, (PBM S-1) Muhammad Sheraz (PBM S-1)
Buses entrance & exit	Muhammad Nouman PBM TPT Muhammad Jamil (LM S-1) Umar Farooq (LM, S-2) Muhammad Usman (SDS, S-2)

3. JABAL E KABBA

In charge Duty: MUHAMMAD ZAFAR IQBAL (PBM, TPT)

Duty point	PAK BASED / LOCAL MOAVINEEN
Megaphone Party	Muhammad Zafar Iqbal (PBM, TPT)
Shuttle Drop Area	Johar Azam PBM TPT Kafayatullah (LM, TPT) Abdul Karim (SDS, S-6)
Sect-06: (1-Lines)	Waseem (LM, TPT) Muhammad Waseem (LM, S-6) Amanullah (LM, S-6)
Rear Parking	Khabeer Ahmed (LM, S-6) Sanaullah (LM, TPT)
Buses entrance & exit	Akhtar Hussain (PBM TPT) Shahzad Waqas (LM, S-6)

4. Kudai

In charge Duty: **MUHAMMAD FAHAD YOUNUS (Ph. No. 03002424412)**

DUTY POINT	PAK BASED / LOCAL MOAVINEEN
Megaphone Party	Ahsan Ali (PBM, TPT)
Shuttle Guide picket	Rao Muhammad Rizwan (PBM, TPT) Hammad Rana, PBM, (S-3) Muhammad Tayyab (LM) (S-3)–Shuttle Drop Area
Sect-03: (3-Lines)	Danish Waheed Malik (PBM, TPT, ACT-03) Imtiaz Ali (LM, TPT) Mohammad Abbas (LM, TPT) Muhammad Irfan, LM (S-3)
Sect-09: (2-Lines)	Rashid Mehmood (PBM, TPT, ACT-09) Muhammad saqib Ajmal (PBM, TPT) Taqi ur Rehman (LM, TPT) Shahzad Ahmed 9-B (PBM, S-9) Muhammad Arif (SDS, S-9) Noor Wazir (SDS, S-9)
Sect-10: (3-Lines)	Muhammad Abid Khan (PBM, TPT, ACT-10) Muhammad Ahsan Amin (PBM, TPT) Shamshar Ali (LM, TPT) Imran Choudhary (PBM, S-10) 10-C Muhammad Sajjad, (LM, S-10)
Rear Parking	Muhammad Imtiaz (PBM, TPT) Muhammad Yousaf siddique (PBM, TPT) Khaliq Mehmood, (PBM, S-10) Asad Ali, (PBM, S-10) Muhammad Akmal, (LM, S-10) Rana Mubashir (LM, S-9)
Buses entrance & exit	Muhammad Ali (PBM, TPT) Muhammad Muneeb (PBM, TPT) Muhammad Naseem (PBM, TPT) M. Fazil Khan, (PBM S-10)

Total Deployment of Moavineen

Jamrat	Mahbas-ul-jin	Jabal-e-kaba	kudai	Total
39	21	11	30	101

- Furthermore, all Pak-based and Local Moavineen are hereby directed to report their point in-charges immediately at 10:00 AM sharp.
- All point in-charges are directed to submit attendance report in WhatsApp group by 10:00 AM and will be responsible for briefing of all Moavineen regarding their duty.
- Moavineen reporting late at their duty point will be considered absent and strict disciplinary action will be initiated against them.
- All Moavineen will perform their **Jumma** on their duty points.
- All Sector Coordinators are request to ensure their presence and also direct their relevant staff; deployed for Jumma Prayer Operation, to be present on their duty points.

(MUHAMMAD JAVEED IQBAL)
Deputy Coordinator Transport,
MCO Makkah.
E-mail: trtpakhaji25@gmail.com

Isha Prayer Plan – Sample



OFFICE OF THE DEPUTY TRANSPORT COORDINATOR,
HAJJ MISSION- (MCO MAKKAH, KSA)

No. 123 / TPT/Prayer Duty
Subject: -

Dated: Makkah, 14/06/2025

DEPLOYMENT OF ISHA PRAYER OPERATION PLAN POST-HAJJ

Please refer to the subject cited above.

Following Pak-Based and Local Moavineen are hereby assigned duties for Isha prayer operation as detailed below:-

Duty Timing: 08:00 PM to End of Isha Operation
Overall Supervision: MUHAMMAD JAYEED IQBAL (Deputy Coordinator Transport) Ph:0528321804
(+92 300 4571834 Who)

1. Jamrat

Pak Based TPT	Local Moavineen TPT	Strength from Sector	Total Deployment
7	16	14	37

In charge Duty: MUHAMMAD MUNAWAR RATHORE (Ph. No. 0530614651)

DUTY POINT	PAK BASED MOAVINEEN	LOCAL MOAVINEEN
Megaphone Party	Shahzad Khurram (RF-37)– Front side Muhammad Junaid Akhter TPT	
Shuttle Area	Muhammad Aamir TPT PBM Muhammad Usman (SDS) S-8	M. Zubair Sarwar Ghulam
Chain/Road Clearance Party	Khizer Hayat TPT PBM Abdul Rehman Khan (PBM) S-8	
Hujja Help Desk 1	Muhammad Tayyab Farooq PBM TPT	-
Hujja Help Desk 2	Gul Shahzad, SDS, S-4	-
Zone 01		
Incharge: Muhammad Tariq Khan TPT PBM		
Sector	Front Duty	
Sect-04: (3-Lines)	Hakim Ali (RS-07) Assistant Coordinator Shahid Khurram (LM), 4-A Muhammad Naseem Abbasi (LM), 4-B M. Shahid, LM, S-4	
Sect-05: (2-Line)	Muhammad Khalid (2576724088) (LM) S-C Dilwar Khadim (LM) Syed Tahir Ali Shah, S-5	
Zone 02		
Incharge: Muhammad Munawar Rathore		
Sect-05: (1-Line)	Ahsan Rasheed, Assistant Coordinator Khaista Muhammad, (LM) (S-A, S-B) Waqas Ahmed, S-5 (S-C)	
Sect-07: (2-Lines)	Milan Muhammad Umair Jamil, Assistant Coordinator Shahzad Hussain (LM) 7-A Zain Ali (LM) 7-B Kashif Mehmood, PBM, S-4	
Sect-08: (2-Lines)	Muhammad Saad, PBM, TPT Rajab Ali (LM) Abdul Hafeez (LM) S-8 (S-B)	
Rear Parking	Hafiz Khurram S-7 Kashif Mehmood (LM) Majid LM Faisal Ali (LM)	
Buses entrance	Aqib Naveed S-7 Salman Jaffar (LM) Abdul Rehman LM	
Buses exit	Imran Nawaz LM Ghulam Muqet LM Amir Mehmood S-7	

2. Mahbasul jin

Pak Based TPT	Local Moavineen TPT	Strength from Sector	Total Deployment
03	7	08	18

In charge Duty: Muhammad Faisal (Ph. No. 03005065007)

DUTY POINT	PAK BASED MOAVINEEN	LOCAL MOAVINEEN
Megaphone Party	Muhammad Faisal PBM TPT	-
Shuttle Drop Area	Muhammad Arslan Talib PBM TPT Atiq ur Rehman, (PBM) S-1	Arshad (LM) Javed Akber (LM)
Sect-01: (3-Lines)	Raheel Shalazad, Assistant Coordinator Moin ud Din (PBM) 1-A S-1 M. Mudaser (LM) 1-B S-1 Umer Daraz (LM) 1-C	
Sect-02: (2-Lines)	Mazhar Ali, Assistant Coordinator Muhammad Sarwar Waitoo, PBM S-2 Tufail Ahmad (LM)	
Rear Parking	Mr. Faisal Khan, PBM, TPT M. Rahim LM	
Buses entrance & exit	Shafiqat Ullah, PBM, S-2 Muhammad Tahir LM	

3. Kudai

Pak Based TPT	Local Moavineen TPT	Strength from Sector	Total Deployment
4	6	12	22

In charge Duty: MUHAMMAD FAHAD YOUNAS (Ph. No. 03002424412)

DUTY POINT	PAK BASED MOAVINEEN	LOCAL MOAVINEEN
Megaphone Party	Muhammad Fahad Younas TPT Abdul Irfan, SDS, S-10	-
Shuttle Drop Area	Muhammad Muneeb (PBM) Inshad Ali, PBM, S-3	Israr Ahmad - Shuttle Drop Area
Sect-03: (3-Lines)	Danish Waheed Malik, Sector Coordinator-3 Muhammad Ali (PBM) 3-A Afaq Abbasi (LM) 3-B Muhammad Saeed (LM), S-3	
Sect-09: (2-Lines)	Muhammad Rashid Mehmood, Sector Coordinator-9 Mujahid Iqbal, LM 9-A Muhammad Hasham, LM (S-9) 9-B	
Sect-10: (3-Lines)	Muhammad Abid Khan, Sector Coordinator-10 Rashid Saeed (LM) 10-A, 10-B, 10-C Ghulam Murtaza PBM (S-10)	
Rear Parking	Aamir (LM) M. Naseem, PBM, (S-10) Muhammad Akbar, LM S-9	
Buses entrance & exit	Rao Muhammad Rizwan (PBM) Shahid Aabbas (LM) Abdul Rasheed, SDS (S-9) M. Naseem (LM) (S-3)	

- > Further, all Pak-based and Local Moavineen are hereby directed to report their point in-charges immediately after Maghreb at 08:00 PM sharp.
- > All point in-charges are directed to submit attendance report in WhatsApp group by 10:00 PM and will be responsible for briefing of all Moavineen regarding their duty.

Pl.2

ISHA PRAYER PLAN 14/05/2025

- > Moavineen reporting late at their duty point will be considered absent and strict disciplinary action will be initiated against them.
- > All the Moavineen will perform their Isha Prayer on their duty points.
- > Nominated Moavineen for Isha duty from Sector 6 will report at Jabal e kaaba Drop point.

ADMIN OFFICER
Transport Section
MCO, Makkah

CC:

Coordinator, Makkah



**DIRECTORATE OF COORDINATOR MAKKAH
OFFICE OF THE PILGRIMS AFFAIRS PAKISTAN
MAIN CONTROL OFFICE, AZIZIA,
MAKKAH, SAUDI ARABIA.**

F. No. 1(2)2025/CM/MCO

Makkah Mukarrama, May 17th, 2025

Eng. Thamer Jameel Mahmoud,
Coordinator for Pakistan Hajj Mission,
Al-Rajhi Commercial Support Services Company,
Makkah Mukarrama

Subject: Request for Comprehensive Update on Preparations in Mina, Arafat, and Muzdalifa for Pakistani Hujjai – Hajj 1446 AH / 2025 AD

Dear Sir,

Please refer to the "Holy Sites Service Contract (Hajj 1446 AH)" dated 16th of December 2024 for provision of services during the Hajj 2025.

2. The Hajj Mission Pakistan is diligently working to ensure all arrangements are in place for the comfort, safety, and well-being of our Hujjai, particularly during their stay in the Mashair. The timely and meticulous preparation of facilities and services in Mina, Arafat, and Muzdalifa (Mashair) by Al-Rajhi Company, as per the agreed terms, is critical to the success of the Hajj operation.

3. In this regard, we kindly request a comprehensive update from Al-Rajhi Company on the current status of preparations in Mashair for the Pakistani Hujjai. We are particularly interested in the progress concerning, but not limited to:

- i. **Camp Establishment and Infrastructure:** Confirmation of readiness of tents, including layout plans, air conditioning, electricity, and sanitation facilities (bathrooms) as per the agreed qualitative and quantitative classifications.
- ii. **Accommodation Services:** Details on the provision of sofa beds/beds, mattresses, pillows, blankets, and all other specified amenities within the tents.
- iii. **Catering Services:** Arrangements for the provision of fresh and timely meals (breakfast, lunch, dinner) including menu plans and continuous availability of drinks and snacks.
- iv. **Human Resources:** Camp-wise deployment plans for qualified staff, including Urdu speaking personnel, customer service supervisors, and support staff for complaint resolution and guidance.
- v. **Transportation within Mashair:** Details of logistics for the movement of Hujjai from building to Mashair and return to Makkah
- vi. **Healthcare and Emergency Services:** Coordination status with relevant Saudi authorities and readiness of first-aid facilities.
- vii. **Muzdalifa Arrangements:** Specific preparations for the stay in Muzdalifa, including ground arrangements, lighting, and basic amenities.

4. The Hajj Mission Pakistan places immense importance on adherence to all contractual obligations (**Annex-I**) to ensure a spiritually fulfilling and comfortable Hajj experience for our pilgrims and expect the same from your esteemed organization. We would appreciate receiving a detailed report on these preparations by 20th of May, 2025.

(AHMAD SHAKEEL BABAR)

Deputy Coordinator Makatib

Copy for information to:

1. Mr. Bandar Bin Abdullah Bin Saleh Al-Rajhi, CEO Al-Rajhi Commercial Company, Makkah Mukarrama
2. Director General, Hajj OPAP, Makkah KSA
3. Chief Coordinator Makkah, KSA
4. Coordinators Makkah

Status of Compliance with the Holy Site Service Agreement in respect of Camp No.....

[This document seeks updated progress on the services to be provided by each of the 34 Camps to the Hujjaj of Pakistan in the Mashair agreed upon between OPAP and Al-Rajhi vide the agreement dated 16-12-2024.]

Sr. No.	Clause / Item	Service Item	Brief Description	Status of Compliance as of May 20 th , 2025	Remarks
I. CAMP FACILITIES & GENERAL SERVICES					
1	Item 1	Camp & Pathway Cleaning	Regular cleaning services for the entire camp area and pathways.		
2	Item 2	Pest Control	Effective pest control for disease-transmitting insects.		
3	Item 3	Restroom Cleaning & Supplies	Regular cleaning of restrooms; provision of cleaning tools and soap.		
4	Item 5	Electrical Outlets	Availability and functionality of electrical outlets for pilgrim use.		
5	Item 6	Technical Malfunction Repairs	Prompt repair of technical malfunctions (AC, lighting, electricity, restrooms, and devices).		
6	Item 9	Space Preparation	Spaces received from Kadana Development Company are properly prepared.		
7	Item 10	Facilities for Special Needs & Elderly	Availability of ramps and accessible restrooms.		
8	Item 11	Pathway Shading (Mina)	Pathways are adequately shaded.		
9	Item 17	Waste Bins	Sufficient waste bins for pathways and tents.		
10	Item 18	Security Guards	Presence of security guards in the camps.		
11	Item 23	First Aid Clinic (Mina)	Availability of a first aid clinic.		
12	Item 25	Carpet Flooring in Tents	Tents are floored with carpets.		
13	Item 26	Signage: Camp Identification	Clear signboard with Al-Rajhi's name and service center number at the main camp entrance.		
14	Item 27	Signage: Pilgrim Information	Instructional signboard with necessary pilgrim information, including movement schedules.		
15	Item 29	Ventilation Fans (Mina)	Electric fans for ventilating entrances and pathways.		
16	Item 31	CCTV System	Closed-circuit security camera system (CCTV) operational.		
17		Camp & Pathway Lighting	Adequate lighting for the camp and pathways.		
18		Water Coolers/Dispensers	Sufficient number of water coolers/dispensers.		
19		Tent Numbering & Allocation	Clear distribution of specific tent numbers to Hujjaj		
20		Fire Extinguishers	Availability of fire extinguishers.		

21		Air Conditioning	Functional AC units. Mina: Freon type/Desert Coolers as specified. (Massar) Arafat: Desert coolers (e.g., 1/4 HP per 8 pilgrims)		
II. ACCOMMODATION WITHIN TENTS					
22	Item 8	Pillowcase (Mina)	Cotton pillowcase provided.		
23	Item 21	Sofa Bed/Bed (Mina)	Sofa bed/bed provided (e.g., Mina: American type sofa bed.		
24	Item 24	Blanket	Blanket provided. (Massar specifies for Mina & Arafat)		
25		Mattress, Pillow, Bedsheet (New)	New mattress (for Arafat), pillow, bedsheet for each pilgrim. (Massar Mina & Arafat)		
III. HUMAN RESOURCES & PILGRIM SERVICES					
26	Item 7	Pilgrim Reception (Mina)	Organized pilgrim reception upon arrival.		
27	Item 8	Guidance to External Services	Staff able to guide pilgrims to nearest external services (sacrificial rites, health services).		
28	Item 13	Female Staff Presence	Visible presence of female staff in the workforce.		
29	Item 14	Saudi Staff Presence	Visible presence of Saudi employees in the workforce.		
30	Item 15	Adequate Staffing Levels	Sufficient number of staff/workers. Mina: e.g., 1 worker/50 pilgrims, 1 supervisor/200. (Massar) Arafat: e.g., 1 worker/50 pilgrims, 1 supervisor/250. (Massar)		
31	Item 16	Customer Service Supervisors	Availability of customer service supervisors.		
32	Item 30	Hospitality Staff (Mina)	Presence of hospitality staff.		
33	Clause 5.6	Pakistani Language Speaking Staff	Staff who speak Pakistani language available at service centers/offices.		
34	Clause 5.10	24/7 Complaint Handling Staff	At least three staff members available 24/7 at camp office for pilgrim complaints.		
35	Clause 5.8	Service Centers/Offices	Adequate number of service centers/offices (Agreement mentions at least 20 for the Second Party overall). Check for visible and functional service points.		
36	Clause 5.9	Performance Monitoring	Evidence of self-monitoring and follow-ups for service quality.		
37	Massar	Lost and Found Service	Operational lost and found service.		
38	Massar	Movement Guidance	Staff available for guiding Hujjaj during movements.		
IV. NUTRITION/FOOD SERVICES					
39	Clause 5.5 (Item No 22)	Drinks (General)	Juices, bottled water, tea, coffee available.		

40	Massar	Drinks (Continuous Supply)	Continuous provision of cold/hot drinks. (Massar Mina & Arafat)		
41	Massar	Fruits (Continuous Supply)	Continuous provision of fruits. (Massar Mina & Arafat)		
42	Item 32	Light Snacks	Availability of light snacks.		
43	Main Clause 5.5	Fresh Meals	Fresh meals provided.		
44	Item 33	Breakfast Meal	Mina: e.g., 1 hot item, bread, cheese, jam, olives, tea/coffee. (Massar) Arafat: Boxed meal e.g., croissant, juice, water, fruit. (Massar)		
45	Item 35	Lunch Meal	Mina & Arafat: e.g., Rice, meat/chicken, fruit/salad, laban, water. (Massar)		
46	Item 34	Dinner Meal	Mina: e.g., 1 hot item, bread, cheese, yogurt, fruit, water. (Massar) Arafat: Boxed meal e.g., bread, cheese, olives, sweets, juice, water. (Massar)		
47	Massar	Kitchen Facilities (Arafat)	If meals cooked on-site in Arafat: Fully equipped kitchen. (Massar Arafat: "Kitchen with necessary equipment if meals are cooked on site")		
V. COMPLEMENTARY SERVICES					
48	Letter Dated 17 th Jan 2025	Services for Welfare Staff (1500)	Camps for welfare staff/Khudam ul Hujjaj (1500) prepared with pilgrim-like services (food, transport).		
49	Letter Dated 17 th Jan 2025	Ministry Office (Mina)	An office prepared in Mina for the Ministry.		
50	Letter Dated 17 th Jan 2025	Services for Senior Staff (90)	A-package services provided to 90 senior supervisory staff (verify specifics if available).		
51	Letter Dated 17 th Jan 2025	Wheelchairs	Sufficient number of wheelchairs available for aged Hujjaj.		
52	Letter Dated 17 th Jan 2025	Jamarat Support Staff (Mina)	Deployment of support staff for Jamarat (@ 01 person for 50 Hujjaj).		
53	Letter Dated 17 th Jan 2025	Pilgrim Welcome Items	Provision of prayer mat, an umbrella, and water bottle to all Hujjaj. (Umbrella also listed in Mina table)		



**OFFICE OF THE COORDINATOR MAKKAH
MAIN CONTROL OFFICE, AZIZIA
MAKKAH, KINGDOM OF SAUDI ARABIA**

Monitoring Proforma-Hajj 2025
(Govt Hajj Scheme)

- Name: _____ Passport No.: _____
- District: _____ Gender: ☐ Male ☐ Female
- Age: _____ Contact No. (opt.): _____ Building No.: _____

Section 1: Building Facilities		
1	Was the air-conditioning in your room functional?	<input type="checkbox"/> Yes <input type="checkbox"/> No
2	Were common areas (lobby, corridors) clean and sufficiently air-conditioned?	<input type="checkbox"/> Yes <input type="checkbox"/> No
3	Were prayer areas clean and accessible?	<input type="checkbox"/> Yes <input type="checkbox"/> No
4	Were mattresses, bedsheets, and pillows clean and bed sheet change in 5 days	<input type="checkbox"/> Yes <input type="checkbox"/> No
5	Was there an adequate supply of drinking water (bottled/dispensers)?	<input type="checkbox"/> Yes <input type="checkbox"/> No
6	Were bathrooms clean and equipped with functional fittings (shower, geyser)?	<input type="checkbox"/> Yes <input type="checkbox"/> No
7	Were lifts (elevators) operational and sufficient for the number of Hujjaj?	<input type="checkbox"/> Yes <input type="checkbox"/> No
8	Was the building generally clean and well-maintained?	<input type="checkbox"/> Yes <input type="checkbox"/> No
Section 2: Food Facilities		
1	Was the food hygienic and of good quality?	<input type="checkbox"/> Yes <input type="checkbox"/> No
2	Did the meals match the agreed menu?	<input type="checkbox"/> Yes <input type="checkbox"/> No
3	Was the portion size of meals adequate?	<input type="checkbox"/> Yes <input type="checkbox"/> No
4	Were meals (Breakfast, Lunch, Dinner) served generally on time?	<input type="checkbox"/> Yes <input type="checkbox"/> No
5	Was the dining area clean?	<input type="checkbox"/> Yes <input type="checkbox"/> No
6	Was drinking water provided with meals?	<input type="checkbox"/> Yes <input type="checkbox"/> No
Section 3: Transport Facilities (to/from Haram)		
1	Was transport provided as per commitment?	<input type="checkbox"/> Yes <input type="checkbox"/> No
2	Were the buses/vehicles clean and adequately air-conditioned?	<input type="checkbox"/> Yes <input type="checkbox"/> No
3	Was the transport frequent and timely?	<input type="checkbox"/> Yes <input type="checkbox"/> No
4	Were pick-up/drop-off points convenient and clearly communicated?	<input type="checkbox"/> Yes <input type="checkbox"/> No
Section 4: Welfare Staff Interaction		
1	Were the welfare staff (e.g., Muavineen), courteous and respectful?	<input type="checkbox"/> Yes <input type="checkbox"/> No
2	Were the welfare staff helpful and responsive to your queries or needs?	<input type="checkbox"/> Yes <input type="checkbox"/> No

General remarks: _____



**OFFICE OF THE COORDINATOR MAKKAH
OFFICE OF THE PILGRIMS AFFAIRS PAKISTAN
MAIN CONTROL OFFICE, AZIZIA,
MAKKAH, SAUDI ARABIA.**

**Daily Monitoring Report (DMR)
Arrangements for Govt. Scheme Hujjaj
Dated: 18 May, 2025 Time: 10:00 PM**

Sr. No.	Building	Accommodation	Food	TPT	Recommendations	Contact Details		
						Name	Contact	Passport
1.	501	<ul style="list-style-type: none"> Notices were displayed properly. 02 Nusuk Cards are awaited. Cleanliness was good. Internet / Wi-Fi notice was displayed. Lifts were working properly. 	Hujjaj were over food services.	Few Hujjaj reported that bus driver does not drop at the specified drop points and requested for direct Haram Transport.	Remaining Nusuk card may be provided.	Noor Mustafa	03112186627	GB0872161
						Zeeshan Ahmed	03112156676	HA1184422
						M. Rashid	03212411799	
2.	502	<ul style="list-style-type: none"> Following Section notices were not displayed: <ul style="list-style-type: none"> Dispensary / Hospital Nusuk cards Internet/Wi-Fi notice was displayed Cleanliness found in the building 03 Hajis yet to receive their Nusuk cards Lifts were working smoothly. 	Satisfied	Satisfied	BDO's should display notices. Nusuk Cards may be provided.	Liaqat Ali	03363353935	PK1804182
						Ateeq Rehman	03332722130	AB1460863
						Washo Khan		ZU4121862
3.	503	<ul style="list-style-type: none"> Following notices were not displayed: <ul style="list-style-type: none"> Dispensary / Hospital Nusuk cards WhatsApp group Toll free numbers Cleanliness was good. Lifts were working well. Frequent Wi-Fi issues were reported. 34 Hujjaj reported to still receive their Nusuk cards. 	Pilgrims are satisfied over food arrangements.	Few reported that some buses drop at the building while some does not.	Remaining Nusuk cards may be provided. Wi-Fi routers / extenders required to be installed.	Abdul Saboor		BM5021482
						Abdul Majeed		AP0579023
						Khaliq Javed		AW8691142

Sr. No.	Building	Accommodation	Food	TPT	Recommendations	Contact Details		
						Name	Contact	Passport
4.	506	<ul style="list-style-type: none"> Building WhatsApp group Notice was not displayed. Internet / Wi-Fi notice was displayed Cleanliness was found in the building. 02 Hujjaj reported to receive their Nusuk cards No complaints regarding Wi-Fi have been received Lifts were working well. 	Hujjaj expressed satisfaction on the meal provided to them.	Hujjaj were satisfied over the arrangements.	Nusuk cards be provided to the leftover pilgrims	M. Asar Khan		ZZ4127783
						Akbar Ali		FH1825832
						M. Faisal Qureshi		AG4919733
5.	509	<ul style="list-style-type: none"> Following Section notices were not displayed: <ul style="list-style-type: none"> Dispensary / Hospital Nusuk cards Internet/Wi-Fi notice was displayed Cleanliness found in the building 02 Nusuk cards yet to receive No issue of Internet and lifts 	Hujjaj were satisfied over the food services.	Hujjaj conveyed their satisfaction with the transportation system.	Remaining Nusuk cards may be arranged and BDO's should display notices	Ghulam Kibriya	03072223408	AK1718473
						Abdul Ghaffar	03003230263	BL4183222
						Amjad Iqbal	0332851506	PX1337583
6.	513	<ul style="list-style-type: none"> Dispensary / Hospital notices were not displayed. Internet/Wi-Fi notice was displayed Cleanliness was good in the building 09 Nusuk cards are awaited while 02 Hujjaj lost their cards. Wi-Fi issues were reported at floors / rooms. 	Hujjaj showed concern over the food taste.	Hujjaj were satisfied on transport arrangements.		M. Naseem	03459474705	AE9850723
						Ghulam Abbas	03008420477	CL1014422
						Zahid Mehmood	03089156619	EV3493582
7.	302	<ul style="list-style-type: none"> Notices were displayed and visible. Cleanliness was found. No issues of Internet reported Lifts were working properly. Most BDOs of Sector-3 did not have Hujjaj list at desk. 	Pilgrims have expressed satisfaction over the food arrangements.	Hujjaj reported that buses arrive late and AC was not working in the buses at night.	Transport issues were reported in almost every building of Sector-3. Hujjaj were furious over the late arrival of buses.	Afzal baig	03142880519	DM3929771
						Zain-ul-Abdin	03242700443	
						Afzaal	03218482284	
8.	305	<ul style="list-style-type: none"> Notices of Dispensary / Hospital, toll free helpline number and building WhatsApp group was not seen. 5 Nusuk card yet to be received while 01 Haji lost his card. Internet / Wi-Fi was working properly Lifts were working well and building was found clean. 	Pilgrims showed concerns over the bread (Khuzb / Roti) and requested for provision of freshly baked bread (Roti).	Hujjaj reported that bus to Haram often arrives late	Late arrival of buses was reported.	Ayesha		FU3119062
						Pervaiz		HK4146501
						Zahir Shah	03112139362	MD51567741

Sr. No.	Building	Accommodation	Food	TPT	Recommendations	Contact Details		
						Name	Contact	Passport
9.	308	<ul style="list-style-type: none"> Following Section notices were not displayed; <ul style="list-style-type: none"> Nusuk cards Toll free helpline Notices of Internet/Wi-Fi and Building WhatsApp group were displayed. Cleanliness found in the building 02 Nusuk cards yet to be received. No issue of Internet and lifts reported 	Hujjaj were satisfied	Hujjaj were not satisfied with the transportation due to late arrival of buses and mostly buses arrive full and there is no space for them to sit.	Buses should arrive timely and sufficient buses should be provided to accommodate the Hujjaj.	M. Ashraf	03004040599	FB9912372
						Noor Jamal		FF4114433
						Mudassir Nazir	03217141313	FJ9821922
10.	309	<ul style="list-style-type: none"> Following Section notices were displayed; <ul style="list-style-type: none"> Building WhatsApp group Nusuk cards & Internet, Dispensary / Hospital 08 Nusuk cards are awaited. Lifts / Wi-Fi were working properly 	Hujjaj reported that quantity of food was less and quality was not good as well. Some Hujjaj reported that there was no sugar free tea provided. The Mess Staff is rude and unhygienic.	Hujjaj were not satisfied over the transportation facility as the buses arrive late.	Packed food should be made available for Hujjaj after the closure of mess. Transportation issues in the Sector 3 buildings should be resolved as early as possible. BDOs should be provided with the lists of Hujjaj.	M. Mateen	03004261165	CY1519102
						Sidra Nawaz	03084663143	CW9613753
						Salman Ijaz	03330711109	AR1519041
11.	311	<ul style="list-style-type: none"> Following Section notices were displayed; <ul style="list-style-type: none"> Dispensary / Hospital, Internet/Wifi Building WhatsApp group toll free helpline Cleanliness found in the building 8 Nusuk cards awaited while one is lost. 	Hujjaj expressed satisfaction over quality of meal.	Hujjaj were not satisfied over the transportation facility as the buses arrive late.	Transportation issues in the Sector 3 buildings should be resolved as early as possible.	Altaf		DN5172203
						Haseeb	03004282375	HY1165102
						Shujaat Ali	03084111525	ZX1807592
12.	312	<ul style="list-style-type: none"> Following Section notices were displayed; <ul style="list-style-type: none"> Dispensary / Hospital, Internet/Wifi, Nusuk cards Notices of Building WhatsApp group and toll free helpline were not found Cleanliness found in the building 12 Nusuk cards are awaited. 	Hujjaj were satisfied over food arrangements.	Buses arrived late. Local Moavin reported that buses are arriving very late.	Transportation issues in the Sector 3 buildings should be resolved as early as possible.	Asmat Ullah	03085591068	WA2740911
						Saad Hayat		AY6170443
						Rahat Ali		RH1795493

Sr. No.	Building	Accommodation	Food	TPT	Recommendations	Contact Details		
						Name	Contact	Passport
13.	101	<ul style="list-style-type: none"> Following Section notices were not displayed; <ul style="list-style-type: none"> Nusuk cards, Building WhatsApp group, toll free helpline, Dispensary / Hospital Notice of Internet was visible Cleanliness found in the building 1 Nusuk cards awaited 9 bags are missing in 113 Wrist bands of some Hujjaj lost 	Hujjaj expressed satisfaction over food	No bus arranged for Hujjaj yet as building opened yesterday	Bus arrangement shall be carried out in the building	Riffat Khalid Ghazala Khalid Kalsoom		PJ9828021 DM4146152 HC4229981
14.	113	<ul style="list-style-type: none"> Following Section notices were not displayed; <ul style="list-style-type: none"> Nusuk cards Building WhatsApp group toll free helpline Dispensary / Hospital Notice of Internet was visible Cleanliness found in the building 4 Nusuk cards awaited No signals of wifi in rooms 	Hujjaj found satisfied over food arrangements	Hujjaj found satisfied with arrangements.	Remaining Nusuk cards may be provided	M. Hussain M. Ismail Ashraf		AV167914 AG1446321 DJ4792413
15.	122	<ul style="list-style-type: none"> Following Section notices were displayed; <ul style="list-style-type: none"> Internet/Wifi, Nusuk cards Building WhatsApp group toll free helpline number was missing One haji had undergone open heart surgery and therefore requested for residence at ground floor. Dispensary / Hospital notice was not displayed 4 Nusuk cards are awaited W/room dustbin not available 	Hujjaj are satisfied over food	Hujjaj requested for Bus drop point.	One haji's residence may be arranged at ground floor being cardiac patient.	Ghulam Abbas Mudasir Hussain Rafia Mudasir		YT1018581 JZ6904543 AQ0411422
16.	105	<ul style="list-style-type: none"> Following Section notices were displayed; <ul style="list-style-type: none"> Internet/Wifi, toll free helpline Notices of Nusuk cards, Building WhatsApp group, Dispensary / 	Hujjaj expressed satisfaction on the food	Pilgrims were pleased with the transportation system.	Remaining Nusuk card may be arranged	Iffat Batool Najaf		BP3403662 BD3405903

Sr. No.	Building	Accommodation	Food	TPT	Recommendations	Contact Details		
						Name	Contact	Passport
		Hospital notice were not displayed • 1 Nusuk cards is awaited				Tassawur Mehdi		AZ0171861
17.	103	• Following Section notices were displayed; <ul style="list-style-type: none"> Internet/Wifi, Nusuk cards Building WhatsApp group toll free helpline number was missing • Dispensary not established yet • Hujjaj requested for simple roti instead of Naan • 2-3 Nusuk cards are awaited • Lifts are working well	Hujjaj expressed satisfaction on the food	Buses arrived late.	Transportation system may be improved.	Nisar Zafar Najam		ZN9158601 YQ1834921 AS9555921
18.	114	• Following Section notices were displayed; <ul style="list-style-type: none"> Internet/Wifi, Nusuk cards Building WhatsApp group toll free helpline number was missing • Internet in good condition and Lifts are working well	Hujjaj expressed satisfaction on the food	Hujjaj expressed reservation on bus service. No drop point at building.	Transportation system may be improved.	Asad Altaaf		CA8108583 FV3490572

Salwat Transport Detailed Inspections Checklist - Hajj 2025 (Mawakib AlKhair)

Date of Inspection: _____

Inspector(s): _____

#	Checklist Provision	Relevant Clause(s)	Weightage (out of 100)	Status (✓/✗/N/A)	Remarks / Observations
1	Service Commencement, Availability & Capacity	ii	10		
	- 24/7 service provided from defined collection stations after mutual consent.				
	- Average of 250 Hujjaj per bus maintained.				
2	Transport Plan & Bus Deployment Adherence	iii	15		
	- Adherence to Mawakib Al Khair-provided transport plan (bus numbers, stop zones, approved routes).				
	- Correct number of buses deployed (gradually up to 268 for ~66,880 Hujjaj) & reduced as pilgrims depart.				
3	Contingency Management (e.g., Al-Maskhouta Station)	iv	5		
	- Effective alternative transport arrangements if Prince Miteb Station (Al-Maskhouta) is unavailable, especially for Azizya pilgrims.				
4	Bus Standards (Model & Condition)	v	10		
	- Buses are specified air-conditioned latest models (2021-2016 city buses).				
	- Buses are clean and well-maintained.				
	- If own pool insufficient, buses obtained from other approved Salawat companies.				
5	Bus Availability & Special Area Coverage	v, vi	5		
	- Buses made available 6 hours before pilgrim arrival if demanded by OPAP.				
	- Minimum of four buses ensured for completing cycles for small or isolated building clusters.				
6	Bus Identification & Inspection Readiness	vi	5		
	- Buses furnished at least 30 minutes before given time/date for OPAP inspection.				
	- Buses have specific colored signs (provided by OPAP) and numbers for route clarity & dedication to Pakistan pilgrims.				
7	Driver Provision, Quality & Welfare	vii	15		
	- Two (2) drivers deputed per bus.				
	- Drivers possess good knowledge of Makkah roads and good manners.				
	- Mawakibul Khair ensures driver boarding, lodging, and feeding near pilgrim buildings at its own expense.				

	- (Compliance with penalty of SAR 100/bus/day if not 100% buses with two drivers).				
8	Breakdown Response & Immediate Replacement	viii	10		
	- Immediate replacement of buses ensured in case of any breakdown/failure.				
	- (Compliance with deduction if breakdown > 3 hours).				
9	Support Systems Provision & Functionality	viii	10		
	- Tracking devices installed in buses and functional 24/7.				
	- Properly equipped control room set up at SP's premises.				
	- Two dedicated Mawakib ul Khair representatives deputed in OPAP's MCO on 24/7 basis.				
	- Dedicated Mawakib Al Khair operations office with sufficient qualified HR for coordination.				
10	Free Service: Extra Buses for Friday Prayers	xvii (a)	5		
	- Twenty-Five (25) extra buses provided on Friday prayers.				
11	Free Service: Coasters for Prayer Transport	xvii (b)	5		
	- Six (6) coasters provided to be used in prayer transportation to OPAP-identified locations.				
12	Free Service: Workers & Coordinators for Salwat Ops	xvii (c)	5		
	- Sufficient number of workers and coordinators to arrange Salwat transport operation between company and mission.				
13	Free Service: Shelter & Water at Drop Points	xvii (d)	5		
	- Shelter and water provided at drop points.				
	TOTAL		100		

Building Detailed Inspection Checklist - Hajj 2025

Building Number: _____ **Sector:** _____ **Date of Inspection:** _____ **Name of Muavin Inspecting:** _____

Instructions: Please check each item. Mark '✓' for Compliant, '✗' for Non-Compliant, or 'N/A' for Not Applicable. Provide details for any Non-Compliant items in the 'Remarks' section.

Applicable: Provide details for any Non-Compliant items in the Remarks section.					
#	Checklist Item	Weightage (out of 100)	Agreement Clause	Status (✓ / ✕ /N/A)	Remarks
A. Air Conditioning & Power					
A1	Functional centralized air-conditioning system OR individual AC in each room.	4 out of 4	22.a		
A2	Standby power generator operational (at least for lifts and common area lights).	4 out of 4	22.a		
A3	Reception, corridors, mezzanine, and dining halls have sufficient ACs installed.	0 out of 3	22.c		
Subtotal A		8 out of 11.0			
B. Common Areas & General Facilities					
B1	At least one wall clock on each floor.	0 out of 1	22.b		
B2	Two wall clocks in the lobby/reception for prayer timings.	0 out of 0.5	22.b		
B3	Room key holder at reception.	1 out of 1.0	22.b		
B4	One locker at the reception (manned 24 hours) for safe keeping of Hujjaj valuables.	2 out of 2.0	22.b		
B5	Two large flat-screen TVs (ideally 42 inches) for Hujjaj training, fixed at SP-identified place.	0 out of 0.5	22.b		
B6	Reasonably established, air-conditioned, and carpeted mosques (male/female).	0 out of 2.0	22.c		
B7	Appropriate number of tables and chairs in public areas (Mezzanine, dining areas, hallways).	0 out of 1.0	22.c		
B8	Additional tables/chairs provided as needed.	0 out of 0.5	22.c		
B9	Floors tiled where rooms and other spaces are not carpeted.	0 out of 0.5	22.c		
B10	Suitable number of washing machines at an appropriate place in the building.	0out of 3.0	22.d		
B11	Signboards at building entrances shoSection: building name, building number, number of pilgrims, etc.	1 out of1.0	22.1		
B12	At least 4 wheelchairs for elderly/sick pilgrims at the ramp (must).	2 out of 2.0	22.1		
B13	Medium duty weighing scale in the reception area (post-Hajj, before final departure).	0 out of 0.5	22.1		
B14	One telephone (line) or mobile phone at reception for local use by pilgrims.	0 out of 0.5	22.1		

Subtotal B		6 out of -16.0			
D. Room Amenities					
D1	Refrigerator in working condition (per room or appropriate numbers per floor, preferably in kitchen).	2 out of 2.0	22.d		
D2	Electric kettle in working condition (per room or appropriate numbers per floor, preferably in kitchen).	0 out of 1.5	22.d		
D3	Good quality box mattresses in perfect condition.	3 out of 3.0	22.f		
D4	Mattress size: not less than 190x90x20 cm (spring mattress) OR 190x90x15 cm (foam mattress).	1 out of 1.0	22.f		
D5	Mattresses provided for the full agreed number of pilgrims.	3 out of 3.0	22.f		
D6	At least three fixed electrical sockets/inputs in each room.	0 out of 2.0	22.g.iii		
D7	Bedsheets, pillow covers, and towels changed every five days.	0 out of 2.0	22.g.iv		
D8	Curtain covered windows.	0.5 out of 0.5	22.g.v		
D9	One Almirah (wardrobe/cupboard) per four beds.	1 out of 1.0	22.g.v		
D10	Proper lighting facilities in rooms.	1 out of 1.0	22.g.vii	1	
Subtotal D		11.5 out of 17.0			
E. Water Supply & Sanitation					
E1	Electric water dispensers (1 for 25 Hujjaj) with enough bottled water (at least 1.5 liter/Pilgrim/day).	0 out of 3.0	22.d		
E2	Disposable cups provided with water dispensers.	0 out of 1.0	22.d		
E3	Extra water dispensers (1 for 100 pilgrims) with enough bottled water in the dining area.	0 out of 1.0	22.d		
E4	Uninterrupted supply and availability of Zamzam (provided by MOH).	0 out of 1.0	22.e		
E5	Uninterrupted supply and availability of bottled drinking water (moya saha).	0 out of 3.0	22.e		
E6	Water fit for human consumption (moya tahliya naqiyyah) in underground and top water tanks.	2 out of 2.0	22.e		
Subtotal E		2 out of 11.00			
F. Bathroom Facilities					
F1	Functional exhaust fans in all bathrooms.	0 out of 3.0	22.g.i		
F2	Functional geysers in all bathrooms.	1 out of 1.0	22.g.i		
F3	Functional bathroom fittings in all bathrooms.	2 out of 3.0	22.g.i		

F4	Buckets/tubs provided in every washroom.	1 out of 1.0	22.g.ii		
F5	Lotas/wipers provided in every washroom.	0 out of 2.0	22.g.ii		
F6	Toilet cleaners/hangers provided in every washroom.	0 out of 2.0	22.g.ii		
Subtotal F		5 out of 12.0			
G. Maintenance & Cleanliness					
G1	Washrooms, rooms, and all other areas of the building cleaned/mopped every day.	0 out of 4.0	22.g.vi		
G2	Proper lighting facilities in the whole building (common areas, corridors etc.).	0 out of 2.0	22.g.vii		
G3	Electric mosquito repellents installed in corridors.	0 out of 0.5	22.g.viii		
G4	Daily maintenance of all electrical items (elevators, ACs, fans, water coolers, refrigerators, etc.).	0 out of 3.0	22.h		
G5	Daily maintenance of water pumps/motor with necessary parts guarantee.	3 out of 3.0	22.h		
G6	Lift operators appointed (for buildings with capacity > 700 pilgrims) during pilgrim stay.	0 out of 2.0	22.h		
G7	General cleanliness/hygiene, safety, and security in the building as per Ministry of Hajj guidelines.	0 out of 2.5	22.k		
Subtotal G		3 out of 17.0			
H. Security & Staffing					
H1	Security of Hujjaj ensured, preferably by a Pakistani national Haris fluent in Urdu.	0 out of 3.0	22.i		
H2	Measures in place to ensure no persons other than Hujjaj or Muavineen-deputed service staff are accommodated.	1 out of 1.0	22.i		
H3	Haris available at the reception 24/7.	3 out of 3.0	22.i		
Subtotal H		4 out of 7.0			
I. Safety & Emergency					
I1	Clearly marked emergency fire exits.	3 out of 3.0	22.j		
I2	Safety working equipment (e.g., firefighting) as per KSA government prevailing laws.	3 out of 3.0	22.j		
I3	In case of major emergency (e.g., power failure > 4 hrs), Owner to transfer Hujjaj to similar building.	3.0	27		(Verify contingency plan if possible)
Subtotal I		9 out of 9.0			
GRAND TOTAL		48.5 out of 100.0			

Action Required by the Building Owner:

Follow-up Date : _____

Signatures:

Caterers / Dinning Halls Detailed Inspection Checklist

#	Checklist Item	Weightage (out of 100)	Agreement Clause(s)	Status (✓ / ✗ / N/A)	Remarks
A. Food Quality & Menu Adherence					
A1	Food provided is hygienic and of high quality.	7.0	"2.b, 5.a"		
A2	Protein: Only goat meat and skinless chicken served (as per menu item).	3.0	5.a.i		
A3	Beverages: Soft drinks, Laban, and juices from reputable companies included (as per menu).	2.0	5.a.ii		
A4	Bread: Pakistani Nan/Roti or Afghani Tameez provided (as per menu).	7.0	5.a.iii		
A5	Milk: Only fresh milk used for tea (no dry milk).	2.0	5.a.iv		
A6	Fruits: Fresh apples, bananas, oranges, etc., served (as per menu).	7.0	5.a.v		
A7	Water: Two 300ml bottles of water from a reputable company provided to each Hajji at each meal.	5.0	5.a.vi		
	Subtotal A	33.0			
B. Meal Timings & Distribution					
B1	Breakfast served between 7:00 AM to 9:00 AM (or adjusted timings).	3.0	6.a		Record actual start/end times.
B2	Lunch served between 1:00 PM to 3:00 PM (or adjusted timings).	6.0	6.b		Record actual start/end times.
B3	Dinner served from Isha prayer until 11:00 PM (or adjusted timings).	8.0	6.c		Record actual start/end times.
	Subtotal B	17.0			
C. Staffing & Conduct					
C1	Sufficient distribution staff deployed (at least one staff member per 200 Hujjaj).	3.0	9.b.ii		
C2	Distribution staff are experienced and polite.	3.0	9.b.ii		

C4	Pakistani cooks with proven experience in preparing Pakistani dishes for large gatherings are employed.	3.0	9.b.ii		(Difficult to verify on spot, note if obvious issues)
C5	Staff are in clean uniforms/gowns.	2.0	"4.a, 10.a.iii"		(Penalty Clause 11.b.6)
C6	The Caterer's representative appointed in each sector to coordinate for complaint resolution.	2.0	5.c		Verify presence/contact.
	Subtotal C	13.0			
D. Dining Area & Service Cleanliness					
D1	Cleanliness of dining halls, restaurants, and food service areas maintained.	7.0	9.b.iii		
D2	Sufficient staff employed to clean and clear dining areas after every meal.	2.0	9.b.iii		
D3	Adequate plastic trays provided in each building for dignified food distribution.	2.0	9.b.iii		
D4	Sufficient bottles of salt and pepper provided in each dining area.	0.5	9.b.iii		(If not provided, SP can arrange at FP's expense)
D5	Tissue paper rolls provided in dining areas.	0.5	9.b.iii		(If not provided, SP can arrange at FP's expense)
D6	Soap for handwashing provided in dining areas.	1.0	9.b.iii		(If not provided, SP can arrange at FP's expense)
	Subtotal D	13.0			
E. Kitchen Operations (SOPs) - If Kitchen Visit is Conducted					
E1	Air curtains installed at all kitchen entrances.	1.0	10.a.i		
E2	Designated rack for gloves, face masks, and caps at every entrance; items worn by all entering.	2.0	10.a.i		
E3	Separate kitchen-specific shoes provided and used by staff (shoe rack at entrance).	1.0	10.a.i		
E4	Rubber foot-mats treated with antiseptic solutions at all entrances.	1.0	10.a.i		
E5	Kitchen floor kept clean, level, and free of stagnant water.	2.0	10.a.ii		

E6	Waste material (liquid or solid) promptly removed and disposed of properly.	2.0	10.a.ii		
E7	Dishwashing machine (for large containers/utensils) installed and in good working condition.	1.0	10.a.ii		
E8	Proper lighting in all cooking and preparation areas.	1.0	10.a.ii		
E9	All kitchen staff wear clean designated uniforms or gowns during working hours.	4.0	10.a.iii		
E10	Staff maintain personal hygiene (trimmed nails and hair).	2.0	10.a.iii		
E12	All food items in storage are of high quality and within expiration dates.	4.0	10.a.iv		Check a sample.
E14	Clear and visible signage outlining kitchen regulations displayed.	0.5	10.a.v		
E15	Unauthorized personnel strictly prohibited from entering the kitchen area.	2.5	10.a.v		
	Subtotal E	24.0			
	GRAND TOTAL	100.0			

Covering Letter of Mashair Management Strategy

F.No. 1(4)/2025-CM(Mashair)
OFFICE OF THE COORDINATOR MAKKAH
MAIN CONTROL OFFICE,
2ND FLOOR, OPAP, AZIZYA, MAKKAH

Subject: MASHAIRE MANAGEMENT STRATEGY-HAJJ-2025...RE-IMAGINED..

As you are aware that this year Hajj operation has been envisaged under a new plan of action under a comprehensive Masha'ire Management strategy with pilgrim-centric operational plan designed to ensure smooth, safe, and spiritually fulfilling performance of Hajj rituals by Pakistani pilgrims. This office earlier shared a preliminary version of the strategy with all the senior Management of the Ministry as well as the OPAP for seeking input and suggestions. Now, in the light of valuable feedback received from fellow colleagues, the Coordinator Makkah and his team has attempted an improvised version of "The Masha'ire Management Strategy – 2025 – re-imagined" which is complete however it might require few changes as would be necessitated by Saudi Taleemat.

2 This new approach emphasizes a scenario-based and sequential method, fully aligned with Saudi regulations (Taleemat) and on-ground operational realities. The operational strategy has been re-engineered focusing not just on Mina but the entire phases of Masha'ire and therefore envisages detailed arrangements including, inter alia, planned deployment of welfare staff in Mashair (Mina, Arafat, Muzdalifah & Jamarat) with the objective to ensure efficient services with a view to address the needs of our Hujjaj in all phases of Masha'ire. This strategy underscores our commitment to enhancing the Hajj spiritual experience through enhanced facilitation and operational excellence.

3 Since successful implementation of every strategy relies on the ownership and collective efforts of all team members, I earnestly appeal to all Coordinators to disseminate this operational plan of action to all Welfare staff under their supervision. In order to ensure its efficient implementation, we have developed a comprehensive trainings modules for the Welfare teams as well as for our Hujjaj which has already been rolled out by training few master trainers who are leading the initiative.

4 Let's resolve to work together as ONE team in the best interests and welfare of our Hujjaj and raise our collective level of preparedness to a new height- one that becomes a source of abundant optimism for conducting an unprecedented smooth and seamless Hajj operation this year.

Encl: (Masha'ire Management strategy-Hajj-2025)



(Zulfikar Khan)
Coordinator Makkah Hajj-2025
27.05.2025

Distribution: -

- i. Chief Coordinator
- ii. Coordinator, Monitoring
- iii. Coordinator, Madina Munawarah
- iv. Coordinator, Facilitation
- v. Coordinator, Hajj Medical Mission
- vi. Director, Madina Munawarah
- vii. Director, Makkah

Copy for information to: -

- i. Secretary, RA&IH
- ii. Director General, Hajj Makkah

**OFFICE OF THE COORDINATOR MAKKAH
MAIN CONTROL OFFICE, AZIZIA
MAKKAH AL MUKARRAMA**

MASHAIRE MANAGEMENT STRATEGY – 2025

Re-imagined...

(HAJJ MOVE ORDER-2025)

From Building → Mina → Arafat → Muzdalifah → Jamarat → to Building



Building

Mina

Arafat

Muzdalifah

Jamarat

Building

A Scenario-Based & Sequential Approach

(Aligned with Saudi Taleemat and practical field realities)

**MINISTRY OF RELIGIOUS AFFAIRS AND INTERFAITH HARMONY
MAIN CONTROL OFFICE, MAKKAH, KSA
GOVERNMENT OF PAKISTAN**

Mashaire Management Strategy-Hajj-2025:

Re-imagined...

1. INTRODUCTION

This year Hajj operation is being envisaged under a new plan of action—“The *Mashair Management Strategy – 2025 – re-imagined*” which symbolizes aspirations of the Pakistan Hujjaj for a smooth and peaceful performance of annual hajj pilgrimage. This strategy represents a meticulously crafted operational blueprint developed by the Office of the Coordinator Makkah and his team with invaluable support from all stakeholders. It aims to ensure a seamless, safe, and structured Hajj experience for 88,249 Pakistani government quota pilgrims. This year’s approach emphasizes a **scenario-based and sequential method**, fully aligned with Saudi regulations (*Taleemat*) and on-ground operational realities.

2. BASIC INFORMATION

Fundamental information/Data regarding Pakistan Govt. scheme which is crucial in the overall planning of this operational strategy is given in the following tabulated format for quick view:

Total Quota (Govt)	88,249			
Fiqah	Male	Female	Total	
Sunni	49,467	35,829	85,293	
Fiqa Jaferia	2,057	929	2,956	
Transportation Mode	By Bus (Abu Sarhad)		By Train (Mashaaer)	
	Rad (Abu Sarhad)	Radein (Abu Sarhad)	Tradodia by Naqaba	
	7,524	16,347	64378	
Makatib	34		(101-134)	
Strength of Welfare staff	Moavineen	SDS	HMM	Total
	560 (430+130)	183(168+4+6+5)	306	1,049
Zones	Zone – 2	Zone – 4	Zone – 5	
Number of Camps	10	5	19	
Number of Hujjaj	39542	17262	31576	

3. MINA MOVE

The Masha'ir Management Strategy for Hajj 2025 outlines a methodically structured operational framework for the movement of 88,249 Pakistani Hujjaj:

- Pakistani Sunni Hujjaj's (85293) movement starts from Post-Maghrib on 07 Zulhijja
- Deployment of Staff in Mina in a sequential manner in the form of Advance Teams and Rear Teams.
- Departure of Hujjaj from Buildings by Rear Teams and reception of Hujjaj Advance Teams, in Respective Maktab Camps.
- Clearance of Buildings by the Rear Team
- Establishment of Guiding Posts, MCO and Mashair Teams Makatib duty teams in Mina

1.1. PLAN FOR TRANSPORTATION OF HUJJAJ

All the Govt scheme Hujjaj of Pakistan will be transported from Buildings to Mina in three modes of transport;

- Rad (Single trip)
- Radain (Double trip)
- Tarudodiya (Triple trip-shuttle service)/(Train in Masha'ir)

The detail of overall plan is as under;

Mode of transportation	No. of Makatib	No. of Hujjaj	No. of Buses	Service provider	Status of Plan
Rad (Single Trip)	05	7,524	151	Abu Sarhad (Al Rajhi)	Building wise movement plan is at Annex-I
Radain (02 Trips)	04	16,347	167		Building wise movement plan is at Annex-II
Tradodia (03 Trips)	25	64,582	443	Naqaba	Building wise movement plan is at Annex-III

1.2. Rad Mode of Transportation (Single Trip)

- A transportation company (Abu Sarhad) under the agreement with OPAP will be responsible to transport 7,524 Pakistan's Hujjaj from 05 Makatib by using 151 buses, operating in a single trip mode.
- The Hujjaj (7,371) under this category (Rad) will be moved in the morning of 8th Zulhijja after the breakfast.
- A building-wise sequence plan is attached at **Annexure-I**.

Zone	Maktab	No. of Hujjaj	Transport Mode	Maktab-wise Buses/Capacity (Single Bus Capacity=49)
5	130	1,817	Rad	37*49=1813 Seats
	131	1,941		40*49=1960 Seats
	132	874		18*49=882 Seats
	133	1,021		21*49=1029 Seats
	134	1,718		35*49= 1715 Seats
		7,371		151

1.3. Radain Mode of Transportation (Two Trip)

For the 04 Makatib in Zone 02, Abu Sarhad will use 167 buses to transport 16,347 Hujjaj in a double trip mode. Building-wise sequence plan is attached at **Annexure-II**.

Zone	Maktab	No. of Hujjaj	Transportation mode	Maktab-wise buses Capacity (Single Bus Capacity=49)
2	101	3,932	Radain	$40*49=1960*2=3920$
	102	5,212		$53*49=2597*2=5194$
	105	3,817		$39*49=1911*2=3822$
	106	3,386		$35*49=1715*2=3430$
Total Hujjaj		16,347	Total Buses	167

1.4. Tradodia Mode of transportation (Triple Trip-Shuttle service)

- Around 64,582 Pakistan's Hujjaj who has to use train in the Mashier will be transported by the Naqaba in a 03 trip mode (tradodia).
- This method will utilize 443 buses for transportation of hujjaj from building to Mina.
- The Naqaba will transport hujjaj of 25 Makatib from zones 02, 04 and 05.
- Building-Wise sequence plan is attached at **Annexure-III**.

1.5. Recording Movement of Buses

- Mushair Team/BDO/Nazims will document bus details as per given format
- The concerned Coordinator Makatib will be responsible to collect these proformas and will submit to Dy. Coordinator (OPS)/(Makatib).
- RFID data will also be tracked in a continuous manner in control room at PCO for real time movement of buses and their positions (Subject to access to the system)
- The format to be used by the BDOs and ACMs is given below:

Bus No.	Driver Name	Driver Contact	Murshid Name	Welfare Staff Name	Departure time	No of Passengers (Hujjaj) seated	Picture Submitted	Arrival at Mina	Remarks
							Yes/No		

1.6. Mashaier Orientation Plan – Mashaier Teams

Extensive field orientation of the welfare staff is an essential component of Mashaier Management Strategy. The training aims to enhance the acquaintance level of the staff regarding the geographic and infrastructural aspects of Mashaier for smooth movement and ensuring basic guidance to hujjaj. Mashaier Orientations/Training module for Mashair Team is attached at **Annexure-IV**.

There will be two training sessions before Hajj. One will be about the overall understanding of the operational plan by all the Sector Coordinators /in-charges under the direct supervision of the Deputy coordinator (Operations)/Coordinator-Makkah. This will be followed by another field orientation by each sector in-charge of their specific respective duty points/sphere of responsibility.

1.7. Masha'ir Orientation Plan – Hujjaj

Awareness and training of our Hujjaj is critically important for smooth Masha'ir move;

- a. Hujjaj Training session will be conducted in two phases. The first will be conducted in the building and the second will be undertaken by taking some volunteers hujjaj preferably from each 188 group of Hujjaj to Mina who will further help in guiding their own group of hujjaj.
- b. This will be accompanied by Nazims/AC Maktab/BDO who will coordinate their training sessions. Sector /Building-wise training schedule is attached at (Annexure–V). The Training module developed for the Hujjaj is attached at (Annexure-VI).
- c. Large size Mina/Arafat maps will be installed in conspicuous places in each building besides distribution of small maps to Hujjaj to enhance their understanding of Masha'ir.

1.8. Building Vacation Plan

- a. Building Vacation will start on 7th Zil-Hija and will continue till Zuher of 8th Zil-Hija for the Sunni Hujjaj to leave for Mina while for Fiqa Jafria Hujjaj it will start & shall be completed on the night of 8th & 9th Zil-Hijja.
- b. **Pakistani Sunni Hujjaj's (85293) movement starts from Post-Maghrib on 07 Zulhijja and shall be completed before Zuher of 8th Zil-Hijja.**
- c. Building Vacation Plan of each Maktab has been prepared keeping in view of the mode of transportation i.e. Rad, Raddain and Tradodayah.
- d. The detail of building-wise, maktab- wise schedule of departure from Buildings to Mina will be in synch with the plan of Tawafa Company/Al-Rajhi.
- e. The hujjaj of each building will be informed of the mode of transportation in Masha'ir (either through Train or by Bus).
- f. Each Sector Coordinator will give Building Clearance report to the DC (OPS) on format attached at (Annexure–17).
- g. Deployment of Advance Party will be led by the concerned Assistant Coordinator Maktab (ACM) in Mina. The detail of responsibilities (JDs of ACMs) is given in the Section 12th of the Report.
- h. The Advance Party along with the Mushair Teams designated for the Guiding Posts will ensure hujjaj induction in each camp. The Advance Team In-charge will continuously inform the Rear team/BDO as well as the Pakistan Camp Office (PCO) regarding Hujjaj settlement in each camp at Mina.

1.9. Hujjaj of Fiqa Jaferia

- a. The advance party of the Camp 106 shall move to Arafat on 8th Zul-Hijj.
- b. The Hujjaj who belongs to Fiqa Jaferia (2,956) shall move to Arafat after Maghrib Salah as per requirement of the rituals.
- c. Fiqa Jaferia Mushair Team has already been posted in sector 01 for better facilitation of Hujjaj of their own sect. They will ensure seamless coordination with Maktab 106.







1.10. Sick-Hujjaj Masha'ir Move Plan with HMM







- a. Each Sector Coordinator will prepare a list of Sick Hujjaj who are unable to move.
- b. These lists will be prepared in consultation with Hajj Medical Mission/MO(OPAP).
- c. OPAP will arrange required number of buses for the movement of these Hujjaj. List of Sick Hujjaj is attached at (Annexure-18).







1.11. Mina/Arafat Camps Geo-Tagging







- In Hajj 2025, The Hujjaj and Mashair Teams will be provided GPS Coordinates for all 34 Pakistani Hajj camps in Mina and Arafat, ensuring seamless navigation.
- Each camp (Maktab 101–134) is mapped with clickable Google Maps links, gate numbers, and sector-based identifiers, enabling effortless access even for Hujjaj with limited smartphone proficiency.
- Direct links eliminate manual searches, allowing Hujjaj to locate camps instantly or share coordinates with other fellow hujjaj.







- Mushair Team can use these geo-tagged locations for efficient logistics, medical aid, and crowd management, aligning with the Mina Move 2025 strategy's goal of a stress-free Hajj.
- This tech-driven approach underscores Pakistan Hajj Mission's commitment to enhance Hajj's convenience through innovation. The detailed table indicating digital locations of camps in Arafat and Mina is given below:





Camp Number	Pole No/Road No	Maktab Number	Mina Site Location	Arafat Site Location
49	3/56	101		https://maps.app.goo.gl/XraegoAzF279N5ur8
	8/62	102		https://maps.app.goo.gl/ry6G5pEVsQDgYJRx7
44	25/62	103		https://maps.app.goo.gl/tW7bQPPV3LzbFDoG7
	4/202	104		https://maps.app.goo.gl/DBfaLSEmjtWKhGLA
43	36/204	105		https://maps.app.goo.gl/ZKQi5pYmG23dBaFF6
	40/204	106		https://maps.app.goo.gl/BfKzBnDMHcmejeWj8

Camp Number	Pole No/Road No	Maktab Number	Mina Site Location	Arafat Site Location
47	25/56	107		https://maps.app.goo.gl/akxfCd29Pahq1oDm7
	28/62	108		https://maps.app.goo.gl/akxfCd29Pahq1oDm7
	32/62	109		https://maps.app.goo.gl/akxfCd29Pahq1oDm7
51A	16/56	110		https://maps.app.goo.gl/s2Vv4j5SxmTznv5J9
75A	43/62	111		https://maps.app.goo.gl/kp72GWRMwUvh38dU9
75C	43/56	112		https://maps.app.goo.gl/BGYhUgCW9zkNN83HA

Camp Number	Pole No/Road No	Maktab Number	Mina Site Location	Arafat Site Location
	46/62	113		https://maps.app.goo.gl/ohA8V5WFHQhpYyt_m6
75D	49/56	114		https://maps.app.goo.gl/rAXHjJFiy6V5DHah7
	52/62	115		https://maps.app.goo.gl/73uYGcK28PwEo6QK_6
7-1A	59/62	116		https://maps.app.goo.gl/PJgP8rsEPBbsvvc6
	63/62	117		https://maps.app.goo.gl/W1vXsbWfkfVYrSpn9
7-2	2/508	118		https://maps.app.goo.gl/vvcyxef8ZTUzS3PK8

Camp Number	Pole No/Road No	Maktab Number	Mina Site Location	Arafat Site Location
	4/508	119		https://maps.app.goo.gl/vvcyxef8ZTUzS3PK8
	1/513	120		https://maps.app.goo.gl/vvcyxef8ZTUzS3PK8
	6/508	121		https://maps.app.goo.gl/vvcyxef8ZTUzS3PK8
7-6	1/519	122		https://maps.app.goo.gl/EGSVh3Z7n18FCU8L9
7-7	1/521	123		https://maps.app.goo.gl/4kMncXLQPXTt2pXT7
	3/521	124		https://maps.app.goo.gl/4kMncXLQPXTt2pXT7

Camp Number	Pole No/Road No	Maktab Number	Mina Site Location	Arafat Site Location
	5/521	125		https://maps.app.goo.gl/ZtD6kZN9GFWsVujv7
7-9	2/521	126		https://maps.app.goo.gl/2fMWmpPLzQjaKN587
	4/521	127		https://maps.app.goo.gl/MDFfKd3awdr1ohb3A
	6/521	128		https://maps.app.goo.gl/hAKL5ArjbYcxSrZQ9
	8/521	129		https://maps.app.goo.gl/hAKL5ArjbYcxSrZQ9
8-6	1/518	130		https://maps.app.goo.gl/6QhWiQVdT4geeFRv8

Camp Number	Pole No/Road No	Maktab Number	Mina Site Location	Arafat Site Location
	3/518	131		https://maps.app.goo.gl/6QhWiQVdT4geeFRv8
	5/518	132		https://maps.app.goo.gl/6QhWiQVdT4geeFRv8
8-7	16/520	133		https://maps.app.goo.gl/QiQvmAZWKTfwufZs5
	7/518	134		https://maps.app.goo.gl/6QhWiQVdT4geeFRv8

1.12. Mashaie Metro Train

- Mashaer train will commence transporting pilgrims from Mina to Arafat on the evening of Tarwiyah day, which falls on the eighth day of Zhul-Hajjah
- Stations are distributed among the Mashaer of Arafat, Muzdalfa, and Mina, with three stations allocated to each of these locations.
- The Hujjaj designated for travelling through train will be provided wrist bands
- Only those Hujjaj having wrist bands/train tickets will be allowed to enter into the stations
- The 'Guiding Posts' will guide the Hujjaj towards the concerned Train Station.
- The schedule for our various camps to reach metro station shall be provided by the Saudi Government and we must strictly observe the same. (Subject to availability from KSA Taleemat)

4. DEPLOYMENT STRATEGY IN MINA

Mashair Assignment Staffing Overview - Hajj 2025

Category	Strength	Deployment
Mashaire Teams (MTs)	671	Out of 671 staff, 479 are deputed as Nazims
Guiding Posts	190	Divided into Advance and Rear Parties.
Deployment of Nazims	479	Each Nazim is leading group of around 188 Hujjaj.
PCO Office Establishment	30	Divided into Advance and Rear Parties.
Zonal Incharges	06	Divided into two shifts (Day and Night)
Area-Wise In charges	14	Divided into two shifts (Day and Night)
Local Welfare Staff (Buildings)	358	Deployed in buildings during Mashair days (179x02).

Each zone will be headed by a BS-19 officers of MORA in two shifts (Day and Night) for administrative purpose and to oversee their respective zone Mina operations. These zonal positions would be the second highest operational positions of Mashair Days. Shift-wise zonal in-charge deployment attached as (Annex-IX).

4.1. Advance Party and its Responsibilities:

- The 'Advance Party' along with Mashair teams designated for guiding posts will arrive in Mina on the 7th of Zulhijja between approximately 1800-0600 hours to ensure accurate induction of Hujjaj in all the concerned Makatib camps.
- The advance Mashair Teams will be led by the concerned AC Maktab while the Sector Coordinators/AC accommodation/transport/food of the relevant sector would lead the rear team.
- Each Maktab team will include 03 doctors and at least one (01) paramedical staff.
- The Advance Team's role will be to welcome Hujjaj in Mina, while the Rear Team will ensure all Hujjaj have left for Mina.
- Similarly, on the night of 8th Zhul-Hijjahh, the first group of Advance Party, along with members of guiding posts, led by concerned AC Maktab and Advance Party of Guiding Posts, except Nazim, will depart for Arafat by 9:00 pm to facilitate and guide the Hujjaj arriving from Mina to Arafat.
- On the night of 9th Zhul-Hijjah, the Advance Party guiding posts will depart for Muzdalifa after Maghrib.
- On the morning of 10th Zhul-Hijjah, the Advance Party will leave immediately after Fajr Prayer for Jamarat to facilitate Hujjaj performing Rammi and then occupy their respective places of duty. (This movement will be subject to Saudi Taaleemat)
- There will be 05 guide posts established at Jamarat for the facilitation of Hujjaj returning to their camps after Rammi.
- On 10th, 11th & 12th zhul-Hijjahh the guide posts in Mina and at Jamarat shall remain operational round the clock in three shifts. (As per Saudi Taleemat; No Haji is allowed to move single and between the time period of 10:00 am to 4:00 pm).
- Mashair Teams will be deputed, separately, with Hujjaj travelling through Buses and Train.
- Duties will be assigned to the Welfare Staff currently deputed in Madinah.
- Additionally, 22 Mashair Guide Posts will be established at key locations including 511 Chowk (D-Chowk), Road 62, Road 56, and Jamarat etc. Each guide post team will be in three shifts, with a total strength of 190. Each guide team will include paramedics.

4.2. Rear Party and its Responsibilities:

- The Rear Party on the 8th of Zilhijja, will be moving to Mina between 0600-1200 hours after departure of all Hujjaj. The Staff will operate in a rotation of three 08-hour shifts at Mina (guide posts).
- The Rear Party/Team in coordination with Makatib will ensure that all Hujjaj are properly transported to Mina. The respective Sector Coordinators will remain with the Rear Party and issue Building Clearance Certificates for all buildings under his jurisdiction as per format(Annex-17).
- The rear party shall ensure that all building rooms are properly locked and secured before their departure to Mina on the Morning of 8th Zhul-Hijjahh.
- Female members of Mashair Teams will be the part of rear party.
- Local Moavin will be deputed and made responsible in each building and also to ensure that all water tanks are filled before 10th Zhul-Hijjah.
- All Sector Coordinators shall remain in contact with their Local Muavin to address any issue raised by them.

- vii. The Rear Party shall also ensure that at least one member of Mushair team travelling in cluster of buses of Hujjaj for monitoring and facilitation purposes and to report *en-route* delays so that the Hujjaj are informed well in time about their arrival time to their Makatib in Mina.
- viii. Rear Party headed by the Sector Coordinators/ACs Food/Acs Transport etc shall travel to Mina in the last bus of their Maktab and shall also make arrangements of additional vehicles, if required, for timely transportation of the remaining members of Mashair teams to Mina Camps in coordination with Makatib.
- ix. On 12th Zulhijja, The rear party will become 'Advance Party' and will move buildings first, as sector coordinators will make arrangements for the Hujjaj in the buildings.
- x. On 13th Zhul-Hijjah, the members of Advance Party now become as 'Rear Parties' and Maktab Coords, shall stay back in Mina to clear camps and ensure that all Hujjaj have returned to their buildings and give clearance certificate to DC (OPS) to this effect.

4.3. Teams Deployment Plan

Formations	Duration	Location	Job Description
Advance Party	1800-0600 (approx)	Concerned Maktab	On 7 th Zulhijja, the teams will reach Mina before hujjaj and will ensure accurate induction in all Makatib.
Rear Party	0600-1200 hrs		On 8 th Zilhijja, after departure of all Hujjaj from the Buildings, the team will move for Mina. Shift wise duty will be started as per normal routine
Guide Posts	Three Shifts of 8 hrs. on rotation basis	Mina/Arafat Duty Points	Guiding the Hujjaj

- This year the operations of Mashair Days (Mina/Arafat) will be comprehensive and will be in tiers.
- The highest operational tier will be 'zonal in charges'. These zones will be headed by the BS-19 officers of MORA and will work in two shifts of day and night.
- The second tier will be headed by area in charges. Mostly, the area incharges are the Sector Coordinators.
- These SCs have been deputed keeping in view of the clusters of Camps/Makatib in mina and their geographical locations.
- SCs will oversee the operations of Makatib, guiding posts etc. under their area.
- The day and night shifts prepared meticulously for 24/7 efficiently work during Mashair days. Detailed deployment will be shared with all concerned.
- Maktab-wise strength of (Nazims)/Muavineen/SDS, Doctors, and Paramedics is given in the following tabulated form:

S/No	Maktab	Strength	Nazims-Moavineen/SDS	Doctors	Paramedics	Female Support Staff	Total Strength
1	101	3926	21	3	5	1	30
2	102	5197	28	3	4	2	37
3	103	4103	22	3	4	1	30
4	104	4121	22	3	2	2	29
5	105	3815	21	3	1	1	26
6	106	3377	18	3	3	1	25
7	107	3611	20	3	2	1	26
8	108	3119	17	3	2	1	23
9	109	3759	20	3	2	1	26
10	110	4469	24	3	2	1	30
11	111	2018	11	3	1	1	16
12	112	3841	21	3	1	1	26
13	113	2880	15	3	1	1	20

S/No	Maktab	Strength	Nazims-Moavineen/SDS	Doctors	Paramedics	Female Support Staff	Total Strength
14	114	4150	23	3	2	1	29
15	115	4317	23	3	2	2	30
16	116	2343	13	3	1	1	18
17	117	2365	13	3	1	1	18
18	118	2028	11	3	1	1	16
19	119	1536	9	3	1	1	14
20	120	2294	13	3	1	1	18
21	121	1319	7	3	1	1	12
22	122	2176	12	3	1	1	17
23	123	1655	9	3	1	1	14
24	124	1572	9	3	1	1	14
25	125	1652	9	3	1	1	14
26	126	1167	7	3	1	1	12
27	127	1440	8	3	1	1	13
28	128	1216	7	3	1	1	12
29	129	1414	8	3	1	1	13
30	130	1813	10	3	1	1	15
31	131	1939	11	3	1	1	16
32	132	874	5	3	1	1	10
33	133	1017	6	3	1	1	11
34	134	1718	10	3	1	1	15
			479	103	53	37	671
Deployment							
Mashaire Guide Posts	22 Posts	3 Shifts					190
Zone In-charges (BS-19)		2 Shifts	Each Shift of 3 Officers				6
Area-wise In-charge		2 Shifts	Each Shift of 14 Officers				14
PCO							30
			Grand Total=				901

4.4. Mashaire Guide Posts (MGPs)

- To ensure the guidance, and well-being of Hujjaj during the immense logistical challenge of the Mashair days, the establishment of strategically located guiding posts is of paramount importance.
- These posts serve as critical support and direction areas of Mina and Arafat, mitigating the risk of pilgrims becoming disoriented and providing immediate points of contact for assistance.
- Their placement, determined by careful analysis of key pilgrim traffic flows as detailed in the finalized coordinates for Mina and Arafat.
- The significance of these posts lies not only in providing directional guidance but also in acting as frontline service points for welfare, medical aid, and real-time information dissemination, thereby playing an indispensable role in ensuring a secure and smooth Hajj experience.
- The detail of geographical locations and coordinates are given below;

Jamarat Locations:

Picket No.	Location	URL
J-1	Sapto Bus Stop	https://www.google.com/maps/place/21%C2%B025'30.4%22N+39%C2%B051'48.0%22E/@21.4251081,39.8622534,529m/data=!3m2!1e3!4b1!4m4!3m3!8m2!3d21.425106!4d39.863336?entry=ttu&g_ep=EgoyMDI1MDUyOC4wIKXMDSoASAFAQAw%3D%3D
J-2	Sidqi Street (Near Al-Baik)	https://www.google.com/maps/place/21%C2%B025'25.7%22N+39%C2%B051'54.3%22E/@21.423811,39.8644383,180m/data=!3m2!1e3!4b1!4m4!3m3!8m2!3d21.423811!4d39.865082?entry=ttu&g_ep=EgoyMDI1MDUyMS4wIKXMDSoJLDEwMjExNDU1SAFAQAw%3D%3D
J-3	Jamarat Pillar 62	https://www.google.com/maps/place/21%C2%B025'18.0%22N+39%C2%B052'13.5%22E/@21.421652,39.8693394,361m/data=!3m2!1e3!4b1!4m4!3m3!8m2!3d21.421652!4d39.870422?entry=ttu&g_ep=EgoyMDI1MDUyMS4wIKXMDSoJLDEwMjExNDU1SAFAQAw%3D%3D
J-4	Train Ramp on Road 50	https://www.google.com/maps/place/21%C2%B025'11.1%22N+39%C2%B052'20.8%22E/@21.4197511,39.8713584,529m/data=!3m2!1e3!4b1!4m4!3m3!8m2!3d21.419749!4d39.872441?entry=ttu&g_ep=EgoyMDI1MDUyOC4wIKXMDSoASAFAQAw%3D%3D
M-1	Under Malik Khalid Bridge on Road 50 (Al-Baik Chowk)	https://www.google.com/maps/place/21%C2%B024'49.7%22N+39%C2%B052'51.6%22E/@21.4138051,39.8799234,529m/data=!3m2!1e3!4b1!4m4!3m3!8m2!3d21.413803!4d39.881006?entry=ttu&g_ep=EgoyMDI1MDUyOC4wIKXMDSoASAFAQAw%3D%3D
M-2	Under Malik Khalid Bridge Cross-Section of Road 56 & 112	https://www.google.com/maps/place/21%C2%B024'55.7%22N+39%C2%B052'54.6%22E/@21.41547,39.8800183,722m/data=!3m2!1e3!4b1!4m4!3m3!8m2!3d21.41547!4d39.881839?entry=ttu&g_ep=EgoyMDI1MDUyMS4wIKXMDSoJLDEwMjExNDU1SAFAQAw%3D%3D
M-3	Under Malik Khalid Bridge Cross-Section of Road 62 & 114	https://www.google.com/maps/place/21%C2%B025'01.1%22N+39%C2%B052'57.4%22E/@21.416978,39.8800401,722m/data=!3m2!1e3!4b1!4m4!3m3!8m2!3d21.416978!4d39.882615?entry=ttu&g_ep=EgoyMDI1MDUyMS4wIKXMDSoJLDEwMjExNDU1SAFAQAw%3D%3D
M-4	King Khalid Down Ramp on Road 50	https://www.google.com/maps/place/21%C2%B024'47.2%22N+39%C2%B053'00.2%22E/@21.413103,39.8818429,722m/data=!3m2!1e3!4b1!4m4!3m3!8m2!3d21.413103!4d39.883374?entry=ttu&g_ep=EgoyMDI1MDUyMS4wIKXMDSoJLDEwMjExNDU1SAFAQAw%3D%3D

Picket No.	Location	URL
		oyMDIIMDUyMS4wIKXMDSOJLDEwMjExNDU1SAFQAw%3D%3D
M-5	Corner of 202 & 219	https://www.google.com/maps/place/21%C2%B024'46.0%22N+39%C2%B053'16.9%22E/@21.412774,39.8869494,361m/data=!3m2!1e3!4b1!4m4!3m3!8m2!3d21.412774!4d39.888032?entry=ttu&g_ep=EgoyMDIIMDUyMS4wIKXMDSOJLDEwMjExNDU1SAFQAw%3D%3D
M-6	Cross of Street 204 & 227	https://www.google.com/maps/place/21%C2%B024'46.7%22N+39%C2%B053'22.7%22E/@21.412975,39.8883565,313m/data=!3m2!1e3!4b1!4m4!3m3!8m2!3d21.412975!4d39.889644!5m2!1e4!1e2?entry=ttu&g_ep=EgoyMDIIMDUyNy4wIKXMDSOASAFQAw%3D%3D
M-7	King Abdullah Bridge Up-Ramp on Road 50	https://www.google.com/maps/place/21%C2%B024'30.9%22N+39%C2%B053'20.5%22E/@21.40858,39.8874849,722m/data=!3m2!1e3!4b1!4m4!3m3!8m2!3d21.40858!4d39.889016?entry=ttu&g_ep=EgoyMDIIMDUyMS4wIKXMDSOJLDEwMjExNDU1SAFQAw%3D%3D
M-8	On King Abdullah Bridge - Road 38 Ramp	https://www.google.com/maps/place/21%C2%B024'19.6%22N+39%C2%B053'19.8%22E/@21.4054425,39.8870123,1058m/data=!3m2!1e3!4b1!4m4!3m3!8m2!3d21.405439!4d39.888833?entry=ttu&g_ep=EgoyMDIIMDUyOC4wIKXMDSOASAFQAw%3D%3D
M-9	King Abdullah Top Between 56 & 62 Road	https://www.google.com/maps/place/21%C2%B024'31.7%22N+39%C2%B053'26.7%22E/@21.408799,39.8885898,722m/data=!3m2!1e3!4b1!4m4!3m3!8m2!3d21.408799!4d39.890755?entry=ttu&g_ep=EgoyMDIIMDUyMS4wIKXMDSOJLDEwMjExNDU1SAFQAw%3D%3D
M-10	King Abdullah Top Between 202 & 204 Street	https://www.google.com/maps/place/21%C2%B024'38.6%22N+39%C2%B053'30.9%22E/@21.410727,39.8893301,722m/data=!3m2!1e3!4b1!4m4!3m3!8m2!3d21.410727!4d39.891905?entry=ttu&g_ep=EgoyMDIIMDUyMS4wIKXMDSOJLDEwMjExNDU1SAFQAw%3D%3D
M-11	511 Chowk on Road 50 near Train Station	https://www.google.com/maps/place/21%C2%B024'06.9%22N+39%C2%B053'50.1%22E/@21.401911,39.8963416,361m/data=!3m2!1e3!4b1!4m4!3m3!8m2!3d21.401911!4d39.897252?entry=ttu&g_ep=EgoyMDIIMDUyMS4wIKXMDSOJLDEwMjExNDU1SAFQAw%3D%3D

Picket No.	Location	URL
M-12	511 Chowk on Junction of Road 56 & 62	https://www.google.com/maps/place/21%C2%B024'11.8%22N+39%C2%B053'49.2%22E/@21.403265,39.8956975,361m/data=!3m2!1e3!4b1!4m4!3m3!8m2!3d21.403265!4d39.896985?entry=ttu&g_ep=EgoyMDI1MDUyMS4wIKXMDSoJLDEwMjExNDU1SAFQAaw%3D%3D
M-13	511 Chowk on Corner of 511 & 513	https://www.google.com/maps/place/21%C2%B024'13.2%22N+39%C2%B053'51.3%22E/@21.40366,39.8962925,361m/data=!3m2!1e3!4b1!4m4!3m3!8m2!3d21.40366!4d39.89758?entry=ttu&g_ep=EgoyMDI1MDUyMS4wIKXMDSoJLDEwMjExNDU1SAFQAaw%3D%3D
M-14	Corner of Road 510 & 511	https://www.google.com/maps/place/21%C2%B024'25.2%22N+39%C2%B053'52.5%22E/@21.407002,39.8969976,361m/data=!3m2!1e3!4b1!4m4!3m3!8m2!3d21.407002!4d39.897908?entry=ttu&g_ep=EgoyMDI1MDUyMS4wIKXMDSoJLDEwMjExNDU1SAFQAaw%3D%3D
M-15	Intersection of Road 511 & 68	https://www.google.com/maps/place/21%C2%B024'45.4%22N+39%C2%B054'02.5%22E/@21.4126145,39.8993965,529m/data=!3m2!1e3!4b1!4m4!3m3!8m2!3d21.412612!4d39.900684?entry=ttu&g_ep=EgoyMDI1MDUyOC4wIKXMDSoASAFQAaw%3D%3D
M-16	Intersection of Road 520 & 527	https://www.google.com/maps/place/21%C2%B024'29.1%22N+39%C2%B054'01.1%22E/@21.4080771,39.8992164,529m/data=!3m2!1e3!4b1!4m4!3m3!8m2!3d21.408075!4d39.900299?entry=ttu&g_ep=EgoyMDI1MDUyOC4wIKXMDSoASAFQAaw%3D%3D
M-17	Corner of Road 518 & 533	https://www.google.com/maps/place/21%C2%B024'20.7%22N+39%C2%B054'07.8%22E/@21.4057395,39.9008735,529m/data=!3m2!1e3!4b1!4m4!3m3!8m2!3d21.405737!4d39.902161?entry=ttu&g_ep=EgoyMDI1MDUyOC4wIKXMDSoASAFQAaw%3D%3D
M-18	Corner of Road 62 & 533	https://www.google.com/maps/place/21%C2%B024'04.0%22N+39%C2%B054'01.4%22E/@21.401122,39.8988429,722m/data=!3m2!1e3!4b1!4m4!3m3!8m2!3d21.401122!4d39.900374?entry=ttu&g_ep=EgoyMDI1MDUyMS4wIKXMDSoJLDEwMjExNDU1SAFQAaw%3D%3D

Arafat Locations:

Similarly to the Mina, the Arafat guide posts along with their coordinate's and google locations are given in the following tabulated form;

Post Name	Location	URL
A-1	Cross of Road 62 & 75	https://www.google.com/maps/place/21%C2%B021'20.2%22N+39%C2%B058'40.4%22E/@21.3556021,39.9767984,529m/data=!3m2!1e3!4b1!4m4!3m3!8m2!3d21.3556!4d39.977881?entry=ttu&g_ep=EgoyMDI1MDUyOC4wIjKXMDSoASAFQAw%3D%3D
A-2	Cross of Road 62 & 79	https://www.google.com/maps/place/21%C2%B021'10.4%22N+39%C2%B058'56.8%22E/@21.3528925,39.9811645,529m/data=!3m2!1e3!4b1!4m4!3m3!8m2!3d21.35289!4d39.982452?entry=ttu&g_ep=EgoyMDI1MDUyOC4wIjKXMDSoASAFQAw%3D%3D
A-3	Cross of Road 62 & 83	https://www.google.com/maps/place/21%C2%B021'00.2%22N+39%C2%B059'18.6%22E/@21.350054,39.9862901,17z/data=!3m1!4b1!4m4!3m3!8m2!3d21.350054!4d39.988497!5m1!1e2?entry=ttu&g_ep=EgoyMDI1MDUyNy4wIKXMDSoASAFQAw%3D%3D
A-4	Cross of Road 504 & 75	https://www.google.com/maps/place/21%C2%B021'11.2%22N+39%C2%B058'34.2%22E/@21.353101,39.9746379,1059m/data=!3m2!1e3!4b1!4m4!3m3!8m2!3d21.353098!4d39.976169?entry=ttu&g_ep=EgoyMDI1MDUyOC4wIKXMDSoASAFQAw%3D%3D
A-5	Cross of Road 504 & 79	https://www.google.com/maps/place/21%C2%B021'01.5%22N+39%C2%B058'50.8%22E/@21.350426,39.9782071,17z/data=!3m1!4b1!4m4!3m3!8m2!3d21.350426!4d39.980782!5m1!1e2?entry=ttu&g_ep=EgoyMDI1MDUyNy4wIKXMDSoASAFQAw%3D%3D
A-6	Cross of Road 504 & 83	https://www.google.com/maps/place/21%C2%B020'49.2%22N+39%C2%B059'12.7%22E/@21.34701,39.9842901,17z/data=!3m1!4b1!4m4!3m3!8m2!3d21.34701!4d39.986865!5m1!1e2?entry=ttu&g_ep=EgoyMDI1MDUyNy4wIKXMDSoASAFQAw%3D%3D
A-7	On Corner of Street 506 & 508	https://www.google.com/maps/place/21%C2%B020'48.2%22N+39%C2%B059'21.1%22E/@21.346723,39.9873633,627m/data=!3m2!1e3!4b1!4m4!3m3!8m2!3d21.346723!4d39.989184!5m2!1e4!1e2?entry=ttu&g_ep=EgoyMDI1MDUyNy4wIKXMDSoASAFQAw%3D%3D
A-8	On Street 506 Near Maktab 134	https://www.google.com/maps/place/21%C2%B020'35.4%22N+39%C2%B059'36.2%22E/@21.3431592,39.9927543,19z/data=!3m1!4b1!4m4!3m3!8m2!3d21.343158!4d39.993398!5m1!1e4?entry=ttu&g_ep=EgoyMDI1MDUyNy4wIKXMDSoASAFQAw%3D%3D

Post Name	Location	URL
A-9	Cross of Road 56 & 405	https://www.google.com/maps/place/21%C2%B020'52.5%22N+39%C2%B058'56.1%22E/@21.3479142,39.981112,18z/data=!3m1!4b1!4m4!3m3!8m2!3d21.347912!4d39.982259!5m1!1e4?entry=ttu&g_ep=EgoyMDI1MDUyNy4wIKXMDSOASAFOAw%3D%3D
A-10	Cross of Road 54 & 75	https://www.google.com/maps/place/21%C2%B021'00.3%22N+39%C2%B058'26.8%22E/@21.3500925,39.9728085,529m/data=!3m2!1e3!4b1!4m4!3m3!8m2!3d21.35009!4d39.974096?entry=ttu&g_ep=EgoyMDI1MDUyOC4wIKXMDSOASAFOAw%3D%3D
A-11	Cross of Road 54 & 79	https://www.google.com/maps/place/21%C2%B020'50.0%22N+39%C2%B058'43.0%22E/@21.347216,39.9768887,17z/data=!3m1!4b1!4m4!3m3!8m2!3d21.347216!4d39.978611!5m1!1e2?entry=ttu&g_ep=EgoyMDI1MDUyNy4wIKXMDSOASAFOAw%3D%3D
A-12	Cross of Road 54 & 83	https://www.google.com/maps/place/21%C2%B020'38.1%22N+39%C2%B059'00.8%22E/@21.343908,39.9820249,17z/data=!3m1!4b1!4m4!3m3!8m2!3d21.343908!4d39.983556!5m1!1e2?entry=ttu&g_ep=EgoyMDI1MDUyNy4wIKXMDSOASAFOAw%3D%3D
A-13	Cross of Road 52 & 83	https://www.google.com/maps/place/21%C2%B020'33.9%22N+39%C2%B058'49.3%22E/@21.3427395,39.9795865,529m/data=!3m2!1e3!4b1!4m4!3m3!8m2!3d21.342738!4d39.980352?entry=ttu&g_ep=EgoyMDI1MDUyOC4wIKXMDSOASAFOAw%3D%3D
A-14	Cross of Road 50 & 83	https://www.google.com/maps/place/21%C2%B020'30.2%22N+39%C2%B058'31.1%22E/@21.34172,39.9746713,19z/data=!3m1!4b1!4m4!3m3!8m2!3d21.34172!4d39.975315!5m1!1e2?entry=ttu&g_ep=EgoyMDI1MDUyNy4wIKXMDSOASAFOAw%3D%3D
A-15	Cross of Road 44 & 71	https://www.google.com/maps/place/21%C2%B020'56.0%22N+39%C2%B057'49.1%22E/@21.348879,39.9610521,17z/data=!3m1!4b1!4m4!3m3!8m2!3d21.348879!4d39.963627!5m1!1e2?entry=ttu&g_ep=EgoyMDI1MDUyNy4wIKXMDSOASAFOAw%3D%3D
A-16	Cross of Road 44 & 208	https://www.google.com/maps/place/21%C2%B020'21.0%22N+39%C2%B058'42.8%22E/@21.339159,39.9778983,19z/data=!3m1!4b1!4m4!3m3!8m2!3d21.339159!4d39.978542!5m1!1e2?entry=ttu&g_ep=EgoyMDI1MDUyNy4wIKXMDSOASAFOAw%3D%3D
A-17	Corner of Street 116 & 253	https://www.google.com/maps/place/21%C2%B020'20.4%22N+39%C2%B058'30.5%22E/@21.33899,39.9736159,1059m/data=!3m2!1e3!4b1!4m4!3m3!8m2!3d21.338987!4d39.975147!5m1!1e4?entry=ttu&g_ep=EgoyMDI1MDUyNy4wIKXMDSOASAFOAw%3D%3D

Post Name	Location	URL
A-18	Under Train Track - Cross of Road 38 & 83	https://www.google.com/maps/place/21%C2%B020'33.3%22N+39%C2%B058'08.1%22E/@21.342588,39.9673809,627m/data=!3m2!1e3!4b1!4m4!3m3!8m2!3d21.342588!4d39.968912!5m1!1e2?entry=ttu&g_ep=EgoyMDI1MDUyNy4wIKXMDSOASAFOAw%3D%3D
A-19	Under Train Track - Cross of Road 38 & 227	https://www.google.com/maps/place/21%C2%B020'32.7%22N+39%C2%B058'02.1%22E/@21.342413,39.9657189,1059m/data=!3m2!1e3!4b1!4m4!3m3!8m2!3d21.342413!4d39.96725?entry=ttu&g_ep=EgoyMDI1MDUyOC4wIKXMDSOASAFOAw%3D%3D
A-20	On Road 26 - Street 241	https://www.google.com/maps/place/21%C2%B020'14.3%22N+39%C2%B058'12.0%22E/@21.3373056,39.9674251,627m/data=!3m2!1e3!4b1!4m4!3m3!8m2!3d21.3373056!4d39.9715m1!1e2?entry=ttu&g_ep=EgoyMDI1MDUyNy4wIKXMDSOASAFOAw%3D%3D
A-21	On Cross Street 106 & 119	https://www.google.com/maps/place/21%C2%B020'17.0%22N+39%C2%B057'58.4%22E/@21.338052,39.9643953,627m/data=!3m2!1e3!4b1!4m4!3m3!8m2!3d21.338052!4d39.966216!5m1!1e2?entry=ttu&g_ep=EgoyMDI1MDUyNy4wIKXMDSOASAFOAw%3D%3D
A-22	On Main Ring Road - Street 135	https://www.google.com/maps/place/21%C2%B020'02.2%22N+39%C2%B058'14.7%22E/@21.333938,39.9681761,627m/data=!3m2!1e3!4b1!4m10!1m5!3m4!2zMjHCsDIwJzE0LjMiTiAzOcKwNTgnMTIuMCJF!8m2!3d21.3373056!4d39.9713m3!8m2!3d21.333938!4d39.970751!5m1!1e2?entry=ttu&g_ep=EgoyMDI1MDUyNy4wIKXMDSOASAFOAw%3D%3D
A-23	On Road 62 - Corner of Parking 100/62	https://www.google.com/maps/place/21%C2%B020'45.1%22N+39%C2%B059'43.2%22E/@21.3458711,39.9942624,529m/data=!3m2!1e3!4b1!4m4!3m3!8m2!3d21.345869!4d39.995345?entry=ttu&g_ep=EgoyMDI1MDUyOC4wIKXMDSOASAFOAw%3D%3D
A-24	On Street 514 near Maktab 133	https://www.google.com/maps/place/21%C2%B020'38.3%22N+39%C2%B059'47.2%22E/@21.3439768,39.9955216,529m/data=!3m2!1e3!4b1!4m4!3m3!8m2!3d21.343975!4d39.996432?entry=ttu&g_ep=EgoyMDI1MDUyOC4wIKXMDSOASAFOAw%3D%3D

5. Pakistan Camp office-Mina (PCO)

PCO	Shifts	Per Shift	Total	Responsibilities
Front Desk	2	2	4	Coordination with Complaint Cell/Call Center
Admin Desk	2	2	4	Absence from duties, Disciplinary & Misc Cases
L&F/ Wheel-chair	2	2	4	L&F items, Wheel-Cahir provisions
Help Desk	2	2	4	Guide the Hujjaj to their camps
Security	2	2	4	Entrance to the camps by the authorized personnel
D&D	2	1	2	Coordination with the Medical Mission in cases of Death or Emergency
Operations	2	2	4	Oversee the Operational Activities during Mashair Days
Makatib Cell	2	2	4	Central Coordination with all 34 Makatib
Total			30	

Strategic Oversight:

- The Mashair Deployment Plan for Hajj-2025 outlines a structured supervisory framework under the overall administration of the Director General (Hajj), with oversight by the Minister/Secretary of RA&IH.
- Senior management, including Mr. Mirza Ali Mahsud (**Chief Coordinator**) and Mr. Zulfiqar Khan (**Coordinator, Makkah**), will lead key zones and Makatab monitoring.
- Zonal vigilance is divided into day and night shifts, with officers like Mr. Nasir Aziz Khan (Zone-2) and Mrs. Shakila Begum (Zone-2 night shift) ensuring 24/7 coverage.
- Area-wise responsibilities are assigned to 14 incharges, such as Mr. Adil Hussain (Maktab 106) and Ms. Naila Ashraf (Maktab 103, 104, 108) etc, for targeted management across 34 Makatabs.
- This phased deployment ensures efficient coordination and compliance with Hajj Policy-2025 directives.

MASHAIAR DEPLOYMENT PLAN-2025

Clause 15 (xi) of Hajj Policy-2025 stipulates that:-

*The Hajj Operation shall be carried out under overall administration of **Director General (Hajj)**. However, all the activities shall be supervised by the **Minister / Secretary RA&IH** along with their monitoring and inspection teams.*

DEPLOYMENT OF SENIOR MANAGEMENT

S/No.	Name	Tasks
1	Mr. Mirza Ali Mahsud	Overall supervision of Mashaire Management Strategy
2	Mr. Asadullah Faiz	Supervision/Monitoring of HGO's Makatab
3	Mr. Ahmad Nadeem Khan	Supervision/Monitoring of Zone 5
4	Mr. Sajjad Haider Yaldrum	Supervision/Monitoring of Zone 2
5	Mr. Zulfiqar Khan	Supervision of the Pakistan Camp Office (PCO) and Moavineen / Mashaire Teams.
6	Mr. Sahibzada	Supervision/Monitoring of Zone 4

ZONAL INCHARGES VIGILANCE

S/No.	Name	Cell No.	Zone NO
Day Shift (07:00 a.m to 19:00 Hrs)			
1	Mr. Nazir Aziz Khan	3005356070	Zone-02
2	Mr. Zia ur Rehman		Zone-04
3	Mr. Ghulam Ilyas Jaffar	3228000174	Zone-05
Night Shift (19:00 Hrs to 07:00 a.m)			
1	Mrs. Shakila Begum	3075550181	Zone-02
2	Mr. Muhammad Rizwan Sharif	3008400123	Zone-04
3	Mr. Rehan Ali Cheema	3219561321	Zone-05
AREA-WISE INCHARGES			
Day Shift (07:00 a.m to 19:00 Hrs)			
1	Mr. Adil Hussain	532720815	Maktab No. 106
2	Mr. Muhammad Asif Anjum	566702988	Maktab Nos. 101,102
3	Mr. Muhammad Farhan Ch	504716428	Maktab No. 105
4	Mr. Adnan Gul	552642931	Maktab Nos. 107,109, 110
5	Mr. Abdul Ghaffar	500936295	Maktab Nos. 130, 131, 132
6	Mr. Aimal Khan	3455442722	Maktab Nos. 118, 119, 121
7	Mr. Muhammad Asif	3161579260	Maktab Nos. 117,122
8	Mr. Azhar Mehmood	3165728770	Maktab Nos. 111,113,115
9	Mr. Imran Rashid Butt	3335436181	Maktab Nos. 112,114
10	Mr. Muhammad Zubair	3360500650	Maktab Nos. 123, 124, 125
11	Ali Gohar	503942583	Maktab Nos. 116,120
12	Ms. Naila Ashraf	566708717	Maktab Nos. 103,104,108
13	Mr. Shahid Akbar	3005805821	Maktab Nos. 133,134
14	Mr. M. Kashif Idress	3337768077	Maktab Nos. 126, 127, 128, 129
Night Shift (19:00 Hrs to 07:00 a.m)			
1	NAVEED ALI	3342002619	Maktab No. 105, 106
2	HAKEEM KHAN KHATTAK	3335232186	Maktab Nos. 101,102
3	MISBAH UR REHMAN	3335039537	Maktab No. 126, 127, 128, 129
4	NAZIR AHMED	501863588	Maktab Nos. 103, 104, 107,108, 109, 110

5	SAJID HUSSAIN	3361516227	Maktab Nos. 130, 131, 132, 133, 134
6	YASIR JAMEEL ABBASI	3135252514	Maktab Nos. 116, 118, 119, 120, 121
7	SAJJAD HAIDER	3365300138	Maktab Nos. 117,122, 123,
8	QAMAR HASNAIN QADRI	3339797108	Maktab Nos. 111, 112, 113,114, 115

6. MOVEMENT TO ARAFAT

- Advance party of the Mashair Teams and Mashair Guide Teams shall move to Arafat through train/buses on the evening of 8th Zul-hijj.
- Nazims will move with their 188-group of Hujjaj and same will follow to Muzdalifa and to Mina and Jamarat. (The Movement schedule will be followed if provided by the Saudi Authoritis)
- The Rare Party and concerned Nazims will guide and facilitate the Hujjaj for concerned Train Stations or boarding in the concerned buses (Subject to the schedules of Saudi Taaleemat).
- All the members of rare party will move to Arafat after move of all hujjaj.
- Guide Posts will also be established in the Arafat on the analogy of the Mina (**Schedule of Arafat will be shared to guiding posts in charges in due course**). Pertinent to mention that the Hujjaj will not be allowed to leave camps before 4:00 pm on the Day of Arafah (10th Zilhijja) Saudi Taleemat.
- All hujjaj will be guided to their respective camp by the Nazims and there would be a reception team at the camp gate. The reception team ensure that only relevant hujjaj would be allowed to enter the respective camp.
- In Arafat, the Nazim will also explicitly guide the Hujjaj that no haji is allowed to leave the camps as per Saudi Taleemat before 4:00 pm (Subject to Schedule of Saudi Taaleemat)
- No member of Mushair Team will be allowed to leave his/her duty point and to visit the Masjid e Nimra and Jabl e Rahmat etc.
- Zonal in charges, Area in charges, Maktab coordinators and shift in charges will ensure discipline.

7. FIQA JAFERIA MOVE

- The Advance party of the Maktab/Camp 106 shall move to Arafat on the evening of 8th Zul-Hijj.
- The Fiqa Jaferia hujjaj shall move to Arafat in the night of 8th Zul-hijj.
- Report Regarding clearance of all Fiqa Jafaria hujjaj shall be shared on WhatsApp group DC (OPS)/‘Core Team’ by 0300hours of 9th Zil-Hijja.**
- The Sector coordinator-1 and AC Maktab-106 shall move after departure of these Hujjaj from buildings.

8. MOVEMENT FROM ARAFAT TO MUZDALIFAH

- Immediately, after Azan e Maghrab, the advance party will move for Muzdalifa.
- The Nazims and members of rear party will inform hujjaj not to move by foot to Arafat (Saudi Taaleemat)
- The rear party will clear the camps of Arfaat and then will leave for Muzadalifa.
- Mushair Teams/Nazims attached with the Makatib of Rad and Radain will be in touch with the concerned Murshid and remain cognizant of the parking places of Buses.
- Hujjaj will be properly guided from Khaimas to the buses.
- The buses duty staff will ensure boarding of all hujjaj in the respective buses and the rear party of buses team will ensure that no haji is left in Arafat.
- The Hujjaj designated to move through train will be guided by concerned Nazim and Murshid allocated by the Al Rajhi.
- Each Murshid will share the pin location of their respective buses for easy identification to Mashair Team and/or Nazims.
- The dedicated place for Pakistani Hujjaj, travelling through train, in Muzdalifa will be identified through Pin Locations.
- The Hujjaj will be informed to pick the pebbles (> 70) during Muzdalifa Stay.
- Mashaire Team/Nazims will guide Hujjaj to move for their respective Maktab/Khaimas through designated roads as per schedule.

9. MOVEMENT FROM MUZDALIFA TO JAMARAT

- For the Jamarat Movement, the Batches of 188 Hujjaj already prepared for each Maktab. This grouping shall be in Synch with the data of Tawafa Company i.e. Al-Rajhji.

- b. Date-wise Jamarat Schedule(s) as per Saudi Taaleemat must be displayed in each Khaima/Maktab and Followed in true letter and spirit. Nazims will be responsible to widespread the information in all male and Female tents of a Maktab.
- c. Apart from Nazims and Murshid designated by Al Rajhi, Members of Mashair Teams will also accompany the Batches of 188 Hujjaj moving for Jamarat.
- d. The Nazim will proceed with the 188 group of Hujjaj in a manner that one Nazim is at the front of the Group while the other one is at the rear of the group also holding symbol/Flag of Maktab for identifications of Hujjaj
- e. Hujjaj will be informed that as per Saudi Taaleemat, No haji is allowed to move to Jamarat during the time period of 10:00 am to 4:00 pm daily 10th, 11th, and 12th 13th of Zulhijja (*Subject to change of Saudi Taleemat*)
- f. No single Haji will be allowed to move for the Jamarat Ritual (Saudi Taleemat)
- g. No Haji is allowed to stay outside the camp during 10:00 am to 4:00 pm during the stay in Minah. (Saudi Taleemat)
- h. Qurbani without the Saudi Government approved companies is strictly prohibited. In case of violation, concerned Nazim(s)/Haji will be held responsible.
- i. Rami shall be performed as per religious injunctions and in accordance with the Saudi Taleemaat.

10. MANAGEMENT OF TEAMS FOR TAWAF-E- ZIARAH

- a. Advance Party will be deployed immediately after completing Rami on morning of 10th Zilhijja, responsible for assuming duty posts (Guiding Posts, Mashaire Teams, PCO Offices) to ensure operational continuity.
- b. Rear Party will complete religious obligations (Rami, Halq/Qasr) on 10th Zilhijja, take rests to prepare themselves for the duty.
- c. Nazims will move with hujjaj for Tawaf e Ziarah
- d. Rear Party relieves Forward Party after the requirements mentioned the duty hours designated for the Forward Party.
- e. No Welfare Staff (Forward or Rear Party) will perform Tawaf-e-Ziarah on 10th Zilhijja, except Nazims. All staff will perform Tawaf-e-Ziarah on or after 11th Zilhijja after completing assigned duties.
- f. Deviations from duty roster will lead to stern disciplinary proceedings.
- g. Team leads will observe compliance and submit attendance logs to the PCO.
- h. Forward and Rear Parties conduct formal handover briefings to ensure no gaps occur in pilgrim welfare and support.
- i. Real-time updates via WhatsApp/Zong numbers (from the Contact List) to address emergencies.
- j. Mashaire Teams monitor camp logistics, grievances, and medical needs during transition.
- k. PCO offices maintain 24/7 operations (Lost & Found, Death & Disease Cells, Admin Desk as given in the preceding paras etc).

11. PAKISTAN HAJJ VOLUNTEER GROUP (PHVG) DEPLOYMENT PLAN

Pakistan Hajj Volunteer Group (PHVG) has been playing pivotal role in the hujjaj guidance from 10th – 13th Zil-Hijja in Mina. This Group of Pakistani overseas volunteers reinforces the hujjaj guidance mechanism in place. Three meeting sessions have been held with the representatives of the PHVG on **21.05.2025**, on **26.05.2025** and on **31st May 2025**. PHVG representatives, however, informed with clarity that their deployment in Mina will be subject to the provision of *valid tasreeh for entry into Mina for facilitation and guidance of Hujjaj (as per requirement of Saudi Ta'aleemat)*. Following are the main highlights:

- These Volunteers will be accommodated in the reserve buildings of OPAP at Aziziya from 10th Zil-Hijja to 13th ZilHijja.
- Deployment plan in these days at Mina/Jamarat/Azizia on 12/13th Zilhijja has been prepared after deliberation with DC (OPS). The deployment will be started on the receipt of valid tasreeh from KSA authorities.
- The Group will keep close liaison with the Mashair Teams during the operation.
- Necessary Mashaer updated maps/other logistics will be provided to the volunteers.
- Building eye-sketch and google e-tagging link of these buildings will be shared with PHVG enabling them to assist hujjaj during any lost and found cases of hujjaj.

12. PLAN FOR RETURN OF HUJJAJ/ MINA RETURN PLAN

All Pakistani Hujjaj will be transported from their Mina camps back to their respective residential buildings in Makkah on the 12th and 13th of Zilhijjah, upon completion of their Mashair rituals. This plan prioritizes pilgrim comfort, minimizes waiting times, and ensures clear communication and coordination among all stakeholders.

- a. The transportation efforts will be done on the 12th and 13th of Zilhijjah, commencing after Zohr prayers.
- b. Mushair teams must ensure Hujjaj are prepared accordingly.
- c. The HMM staff deputed with Mashair Teams will move to the hospital in Azizia on 12th Zilhijja
- d. Medical buses will be used for transportation of Hujjaj on 12th Zulhijja. These buses will be used for the transportation of hujjaj especially located in Sectors 3,9 and 10.
- e. The Hospital (Pakistan Medical Mission) will be fully operational on 12th Zulhijjah.
- f. All movements will be executed based on a schedule developed in direct consultation with Al Rajhi to ensure bus availability and route clearance.
- g. Al Rajhi representatives will provide regular, real-time updates on building-wise bus availability and dispatch schedules directly to designated Murshid/Nazim/Maktab Coordinator
- h. The information will be immediately relayed to the 188 groups of Hujjaj
- i. Nazims/ Maktab Coordinators must be constantly accessible via their communication devices (WhatsApp) to receive these updates and prepare their Hujjaj groups accordingly.
- j. Hujjaj residing in these distant areas i.e. Batha Quraish and Hayy Al Naseem, cannot reach their buildings by foot from standard Mina exit points or common drop-off points. Maktab Coordinators and Nazims responsible for these sectors, will coordinate with Al Rajhi to secure designated bus pick-up points.
- k. Makatib Coordinators and Nazims for these sectors must clearly guide Hujjaj to these specifically arranged bus pick-up locations and confirm that the buses are going for their particular buildings/sectors.
- l. Nazims/BDOs and Makatib Coordinators must ensure Hujjaj have completed their Rami for the day, packed their essential belongings and are aware of their designated departure points.
- m. Nazims/BDOs will organize their Hujjaj (188 per group) into manageable batches for movement from camps to the Al Rajhi designated bus loading points.
- n. Special attention and assistance must be provided to elderly, disabled, and sick Hujjaj during this movement and boarding process.
- o. Similar to the Mina arrival, details of departing buses (Bus No., Driver Name, Driver Contact, Murshid Name (if any), Nazim concerned Departure Time, No. of Hujjaj, Destination Building/Sector) should be documented by the accompanying Nazim and relayed to the MCO via AC Makatib.
- p. A thorough sweep of the camp area by the Rear Party of Maktab must be conducted after each major departure wave to ensure no Hujjaj are left behind.
- q. Establish communication PCO and with Al Rajhi if untoward situation arise.
- r. This plan addendum will be disseminated to all AC Makatib, Nazims/BDOs, members, and relevant MCO cells through briefings and digital communication channels.
- s. Sector Coordinators are responsible for ensuring all Nazims/BDOs within their sectors fully understand these instructions and their roles.

13. IMPLEMENTATION STRATEGY TO ACHIEVE THE OBJECTIVES OF THE OPERATIONAL PLAN

- a. The test of any plan actually lies in its implementation. This portion outlines a comprehensive strategy to ensure the execution of the Mashaire Management Strategy 2025, focusing on the critical "Mina Move" phase.
- b. It defines structured roles for Nazim, emphasizing their responsibilities in Hujjaj coordination, real-time communication, and ritual guidance.
- c. Specific training for Mushair Teams underscore adherence to Saudi regulations, logistical requirements, and emergency preparedness
- d. Hujjaj are equipped with essential knowledge via targeted training, literature distribution, and digital channels to ensure compliance with administrative and ritual requirements.
- e. Collaboration with service providers, route-specific information, and effective communication with Mashaire welfare teams further enhance operational efficiency.
- f. By integrating service providers' coordination, regulatory Saudi Taleemat, and proactive planning, this strategy aims to deliver a safe, organized, and religious fulfilling Hajj experience for all participants.

Nazim-Role and Responsibilities

- a. The Role of Nazim is most crucial; therefore special training will be imparted
- b. A thorough understanding of Nazim on M/o RA&IH operations, Hajj-related offices OPAP, Maktab, Coordinators, Hajj Medical Mission, Lost & Found, and the complaint resolution.
- c. The Nazim will obtain the list of assigned Hujjaj, analyze their demographics (male, female, elderly, disabled, children), and establish a WhatsApp group for effective and timely communication.

- d. Emphasize the importance of official Hajj training and facilitate Hujjaj participation by sharing training Schedules.
- e. Distribute wrist bands of train tickets, Khaima Cards on receipt from Tawafa Company i.e. Al Rajhi
- f. Collect information regarding Transportation Category, Rad, Raddain, and Tarodadiyah and keep their 188-groups informed through WhatsApp and/or other means.
- g. Know about the departure schedule of buses concerning to Hujjaj of their 188-groups.
- h. Collect the Contact details of concerned Murshid and Drivers of all concerned buses and share these details to their respective groups for disseminations.
- i. Share the pin locations of concerned Mina and Arafat Khaimas/Maktaib in the WhatsApp group.
- j. Share Videos and pictures of concerned Khaima in the WhatsApp group for member's familiarity.
- k. Collect and share the contacts of the heads of Mashair Team to the all group members for coordination; if required during the Mashair days
- l. Inform the group members about the Saudi Taaleemat regarding Mina and Arafat stay (Single person not allowed to move for Rami, No person allowed to Move outside Khaima during Arafat Stay).
- m. Accompany the Hujja from building to Mina Maktab
- n. Play pivotal role in the induction of hujjaj in their concerned Khaimas of Maktab
- o. Conduct orientation of the camps i.e. Kitchens, toilets, Dispensary and offices etc.
- p. Ensure timely delivery of food to his Hujjaj
- q. Prepare Hujjaj for movement to Mashaer (Mina, Arafat, Muzdalifah) by briefing them on essential items, transport details, and group cohesion.
- r. Move with Hujjaj from Mina to Arafat
- s. Settle the Hujjaj in their respective camp of Arafat
- t. Brief his contingent regarding compliance Saudi Taaleemat in Arafat.
- u. Ensure consolidated movement of his Hujjaj from Arafat to Muzdalifa and their settlement at designate place in Muzdalifa.
- v. Guide to collect pebbles from Muzdalifa after Maghrabain
- w. Keep his Hujjaj informed about every upcoming event/ritual/activity
- x. Ensure group movement from Muzdalifa to Mina/Jamarat as per Saudi Taaleemat.
- y. Closely monitor the health conditions of his group and will coordinate for health services in case of need.
- z. Effectively coordinate for un-interrupted supply of basic immunities i.e. water, food throughout the Mushair days to his hujjaj.
- aa. Guide Hujjaj during Rami Jamarat (ensuring adherence to schedules and safety, assisting vulnerable Hujjaj), and provide guidance for Qurbani, Halq/Qasr, and Tawaf-e-Ziyarat.
- bb. Guide his Hujjaj regarding Route to Buildings
- cc. Collect feedback from Hujjaj post-Hajj to help improve services and submit a comprehensive report to the Hajj Mission detailing experiences, issues, and recommendations.

Training of Mashaire Teams

- a. Core Principles; Scenario-based and sequential operations, Strict adherence to Saudi Taleemat (regulations), Pilgrim-centric service delivery.
- b. Coordination with Makatib: Primary liaisons between Assistant Coordinators (ACs) and Makatib in-charges. Attend daily alignment meetings for logistics and pilgrim support.
- c. Camp Inspections; Conduct pre-departure inspections (hygiene, safety, branding) using checklists. Ensure maps of Mina/Arafat are installed in buildings.
- d. Transport Management; Verify bus/train schedules, Rad, Radain and Tradodiya counts, and ensure timely deployment, distribute Nusuk Cards, train tickets, and bracelets.
- e. Pakistan Camp Office (PCO); Front Desk Operations, Admin & Discipline, Lost & Found / Death & Disease Cells, etc
- f. Mashair Guide Posts; Location-Specific Duties, Staff 14 guide posts at key points (e.g., 511 Chowk, Jamarat), work in 3 shifts (8 staff/shift) with para-medics on standby.
- g. Jamarat Movement Teams; Prohibit pilgrim movement between 4:00 AM–10:00 AM (as per Saudi rules), Lead groups of 188–250 pilgrims with identifiable symbols/flags. Rami timings as per Hanafi, Malki and Fiqh Jaafari schools guidelines.
- h. Communication Protocols; Use WhatsApp/Zong numbers for real-time updates (refer to contact directory).
- i. Key Deadlines & Logistics; complete mechanical inspections of buses (by 05 Zil Hajj if available), Finalize building-wise departure sequences, advance teams reach Mina by 07 Zil Hajj (1800 Hrs), rear

teams depart after pilgrims leave buildings on 08 Zil Hajj. (certificate to that effect to be shared by the concerned staff in WhatsApp Group)

Training & Awareness of Hujjaj

- a. Maps of Mina/ Arafat will be displayed in each Building of Makkah. Necessary Instructions will also be displayed in each buildings.
- b. Maktab Information; Confirm your assigned Maktab number (101–134), join the designated WhatsApp group for real-time updates.
- c. Essential Items; Carry ID cards, Nusuk cards, and emergency contact information, pack light essential items only: water, snacks, medications, prayer mat.
- d. Transport Details; Review departure schedule (bus numbers, timing, and pickup point, buses will depart sequentially; arrive promptly to avoid delays.
- e. Mina Stay; small video clips on Mina/Arafat Camp facilities (beds, toilets, food), Maps of Mina/Arafat camps will be displayed in buildings; familiarize them beforehand.
- f. Follow instructions from Mashair Teams and identifiable group flags/symbols.
- g. Stay within designated camp area unless guided otherwise.
- h. Stay in Arafat Camps until sunset (as per Saudi regulations).
- i. Medical teams and para-medics will be stationed in camps.
- j. Report emergencies immediately to Building Duty Officers (BDOs) or Welfare Staff.
- k. Collect more than 71 pebbles for Jamarat rituals.
- l. Use designated paths (Tareeq) to avoid congestion.
- m. Sleeping/sitting in open areas is forbidden as per Saudi guidelines; avoid blocking pathways.
- n. No movement allowed from 4:00 AM to 10:00 AM (Saudi rule).
- o. Perform Rami (stoning) in groups of 188 pilgrims, led by flag-bearing coordinators. Timings for the Jamarat will be conveyed by the Nazims/BDOs. This data will be developed in synchronization with Al-Rajhi data.
- p. Do not wander alone; follow Maktab's schedule and leaders.
- q. BDOs/Nazims will share/note pin locations of buses via apps for easy identification.
- r. Report health issues to medical teams immediately.
- s. Contact the Lost & Found Cell in the Pakistan Camp Office (PCO).
- t. Report issues to your BDO or Welfare Staff for expeditious resolution
- u. Coordinate with medical teams for emergencies; follow protocols for fatalities.
- v. Maktab In-Charge and Assistant Coordinators (ACs) will be available 24/7 for support (WhatsApp/Zong numbers provided).

Distribution of Hajj material, Pamphlets etc.

- a. Transport Details; Bus numbers, Train Stations, departure timings, and pickup points (aligned with the Transportation Plan).
- b. Maktab number (101–134), group leader contact, and WhatsApp group links.
- c. Essentials Checklist: ID cards, Nusuk cards, medications, prayer mats, and pebble collection bags.
- d. Highlight key locations: Camps, medical stations, toilets, food distribution points, and emergency exits.
- e. Designated paths (Tareeq) for movement in Muzdalifah and Jamarat.
- f. Maktab In-charges, Assistant Coordinators (ACs), and BDOs (Contact List).
- g. Medical teams, Lost & Found Cell, and Death & Disease Cell numbers.
- h. Methods:
 - i. Distribute materials during building briefings
 - ii. Use short clips/posters to explain content.
 - iii. Upload PDFs to WhatsApp groups/ for tech-savvy Hujjaj

Consultation with Service Providers (Tawafa Company)

- a. Regular meetings with service providers (catering, transport, building) to align on operational timelines and compliance with Saudi Taleemat.
- b. Conduct pre-Hajj sessions to finalize roles, responsibilities, and contingency plans.
- c. Develop a close liaison with Pakistan Hajj Volunteers Group (PHVG).
- d. Joint Operational Committees; formed committees with representatives from Al Rajhi/Tawafa Company, Muwakib ul Khair, Abu Sarhad, and Naqaba Sayyarah to streamline transport logistics (bus schedules, capacity, maintenance).

- e. Partner with Makatib In-Charges (34 Makatib) to address pilgrim grievances and camp management needs.
- f. Conduct surprise inspections to ensure compliance before Mashair days.
- g. Use shared digital platforms (e.g., WhatsApp) for real-time updates between transport providers (Abu Sarhad/Naqaba) and PCO teams.
- h. Collect input from Makatib Welfare Teams and Hujjaj via surveys to identify gaps in services (transport, food, medical).
- i. Establish a 24/7 emergency hotline, medical teams, and ambulance providers for rapid resolution of crises (e.g., health emergencies, transport delays).

Route of every Camp/Maktab

- a. Radain (Double trip) concerned Makatib are 101, 102, 105, 106 while road to be used is Road 56 and returned from Road 50
- b. Rad (Single trip) concerned Makatib are 130, 131, 132, 133, 134 while road to be used Road No 68 and returned from Road 50
- c. Radain Buses: Depart in 3 batches (post-Maghrib, midnight, pre-Fajr) to avoid congestion on Road 56.
- d. Rad Buses: Use Road 68 exclusively during non-peak hours (10:00 AM–3:00 PM) to align with Saudi Taleemat.
- e. Use Roads 56/68 as primary arteries for buses.

Collaboration With Makatib Teams

- a. Assistant Coordinators (AC) Makatib will be the focal persons to liaise with Makatib In-charges.
- b. Regular Coordination Meetings to be held for alignment on operations, logistics, and pilgrim support.
- c. Contact Directory of Makatib In charges and ACs (Pakistan-based) to be maintained and shared for real-time resolution.

Roles & Responsibilities of Maktab Coordinators.

- a. All 34 Coordinators Makatib with their respective team members and in coordination with Al Rajhi shall ensure accurate information sharing with pilgrims for Mina move.
- b. Shall ensure that each team member in their respective maktab is responsible for coordination and dissemination of information to 188 to 200 pilgrims.
- c. In line with MoRA&IH's ghar se ghar tak concept, will assign roughly 188 to 200 pilgrims to each team member who shall be responsible to keep these pilgrims as a group and move them together during hajj journey while disseminating important information to all through WhatsApp group and other means.
- d. Act as a single-point liaison with Makatib focal person.
- e. Inspect camps (with effect from 24th May 2025) using a pre-defined checklist and submit reports to Dy. Coordinator (Makatib).
- f. Install maps of Mina and Arafat in buildings before departure of Hujjaj.
- g. Ensure movement coordination, including:
- h. Pilgrim induction in Mina
- i. Adherence to Jamarat schedules
- j. Departure from Mina
- k. Supervise transport operations (Building to Mina, Mina to Arafat, and Arafat to Muzdalifa) log trip counts (single/double/triple), report issuance to PCO.
- l. Conduct camp inspections: hygiene, safety, occupancy, branding, and visibility.
- m. Coordinate accommodation and food services.
- n. Escalation matrix: unresolved issues will be reported to Dy. Coordinator within 30 minutes.
- o. Distribute materials: Nusuk Cards, Camp IDs, Train Tickets, Bracelets.
- p. Address pilgrim grievances.
- q. Ensure on-ground emergency response.
- r. Submit shift-wise reports to Deputy Coordinator.
- s. Coordinate with Abu Sarhad/Naqaba for timely bus deployment.
- t. Prepare and paste departure schedules with names and bus numbers in buildings.
- u. Display Jamarat and return plans visibly in each camp.

Contact Details of Service Providers (Moalims)

The Contact numbers of Maktab Coordinators and their counterpart/ in-charges of Service Centers are as under: -

Maktab	Maktab Incharge	Cell No	Assistant Coordinator Makkah	WhatsApp Phone No	Zong Number
101	مازن عمر بدر	0542985458	HASSAN KHAN TANOLI	923485426853	3165727088
102	علي مصطفى سباعي	0546421801	GHULAM RASOOL	923332681501	3105998256
103	وليد رشيد علاف	0568609608	HAMAYUN CHAUDHARY	923337331273	3105997975
104	عبدالله فيصل مداح	0504506065	BILAL AJMAL	923359405460	3105998034
105	عبدالرحمن حمزة سجينى	0555508728	MUHAMMAD AMIN KHAN	923310062233	3165731611
106	بدر خالد بدري	0555105132	MUHAMMAD MUJAHID ALI	923332237512	3105994723
107	رائد احمد دومان	0555522029	Mr. M. Abdul Ghaffar Fahad Khan	923105777276	3165726157
108	خالد طلال بناني	0555535727	HAFIZ AZMAT ALI	923216087483	3105994745
109	سمير يوسف مسكي	0505508856	AWAIS ALI	923124092936	3105995403
110	فواز فائق كتوعة	0505550992	MUHAMMAD KAMRAN SHAHAB UDDIN	923225712246	3105997286
111	حمزة محمد غندورة	0599905553	NOMAN AHMED	923013304344	3165731902
112	احمد فؤاد كوشك	0546070811	UMER GHAYOOR CHECHI	923441505404	3161579022
113	وليد عبدالوهاب شمس	0555530321	UMAIR IQBAL	923342891833	3165727107
114	محمد جميل محمود	0569986696	MUHAMMAD AFGHAN	923337855755	3105994962
115	حامد عبدالرحيم رمضانى	0555509754	MUHAMMAD SAAD KHALIL	923335807649	3165730629
116	ثامر أبو حمامة	0556708061	MUHAMMAD NADEEM ZAHID	923336552067	3105995189
117	تركي أبو العلا	0505555338	MOAZ AHMAD	923217724894	3105995245
118	مروان محمود مياجان	0568700108	JALAL UDDIN	923149482864	3105998632
119	محمد صدقة مديني	0555030130	SYED ADNAN RASHID	923212613390	3165731714
120	محمد محمد عيد	0534223456	MUHAMMAD SAJID	923018248772	3161578596
121	تركي عبدالقادر مياجان	0544900409	FAZAL MANAN	923469027565	
122	عبدالعزیز عبداللطيف محمود	0540005554	MUHAMMAD TAHIR	923125154467	3105995609
123	سراج صالح خوج	0555514573	ADNAN ILLAHI	923465667836	3105998713
124	محمد إبراهيم غفوري	0540568876	WAQAS AHMAD	923428337689	3165726108
125	مروان جميل تونسى	0504388945	Syed Faisal Ali Gohar	923422339852	3165726328
126	حسن محمد معاجينى	0544263487	Mr. Faseeh ur Rehman	923150515567	
127	محمد زبني عيد	0550033845	Mr. Suhail Shahzad Khan	923219574004	
128	رامي فؤاد بشارة	0548566661	Mr. Nasir Sahim	923315100100	
129	محمد زهير قاضى	0546426456	Mr. Muhammad Usman Shahid	923315444603	3165726651
130	صلاح بكر محضر	0590211127	Mr. Nazeer Sultan	923065432220	3165727346
131	بندر خالد سجينى	0555508278	Mr. Khalid Ayub	923325305252	
132	ساري راضى	0591114766	Mr. Shahid Hameed	923480862298	
133	إبراهيم نزار فلالي	0555544386	ADNAN KHALID	923326048950	3161578982
133	إبراهيم نزار فلالي	0555544386	ADNAN KHALID	923326048950	3161578982
134	محمد وحيد شبانة	0565345885	Mr. Taufeeq ur Rehman	923419032060	

Crisis Management Plan

- The Crisis Management Strategy for Hajj 2025 is designed to address emergencies while ensuring hujjaj safety and ritual continuity.
- The strategy integrates HMM, Operational units under Coordinator Makkah, Lost & found and logistics under Director Facilitation, and communication units for swift coordination under the over all supervision of Chief Coordinator.
- Pre-Hajj preparedness includes pre-positioned medical kits, and GPS tracking of Hujjaj. The Welfare Staff training in CPR, heatstroke management, and crowd control ensures rapid response to medical emergencies, transport breakdowns, or extreme weather.
- Protocols for lost pilgrims control geo-tagged camp maps and dedicated Mashair Guide Posts, while contingency plans like alternate routes and emergency shelters to mitigate disruptions.
- The strategy emphasizes alignment with Saudi authorities, with direct hotlines to Civil Defense (998) and Red Crescent (997), ensuring compliance with *Taleemat* and leveraging local resources for rapid resolution.
- A 24/7 Central Control Room (CCR) monitors incidents via WhatsApp groups and RFID data, providing hourly updates to the Senior Management/Secretary/DG Hajj and to the Embassy of Pakistan for diplomatic escalation if needed.
- Post-crisis debriefs within 24 hours and incident logs shared with Saudi authorities ensure continuous improvement, embedding lessons into future strategies.
- By combining technology, and proactive risk mitigation, the strategy upholds Pakistan Hajj Mission's commitment to a safe, organized Hajj experience under the overarching principle of "guest of Allah-first" service.

Establishment of Central Control Room at MCO Azizya- Makkah–(Fallback mechanism)

A Central Control Room (CCR) shall be established in PCO as a fallback mechanism with following functions;

- a. Call Center Agents and OPAP staff will be deputed in the CCR
- b. An officer/official from OPAP will heading the Control Room
- c. CCR will function as Nerve Centre of the Mashaer Move particularly in two phases;
 - i. Pre Hajj Phase; From 7th Zil-jijja (1600 hours) to 8th Zil-Hija (1600 hours)
 - ii. Post Hajj Phase; From 12th ZilHija (1400 hours) to 13th Zil-Hijja (1400 hours)
- d. All Sector Coordinators will be sharing information as they deemed appropriate regarding hujjaj movement towards Mina.
- e. A Whatsapp Group will be made to share real time data regarding the Hajj Move.
- f. A monitoring desk will be developed/installed in the Control Room to effectively supervise the process.
- g. After each building vacation the Sector Coordinator shall furnish Building Vacation Certificate to the Control Room on the prescribed format. (Focal Person/Contact Person to be nominated by OPAP)
- h. The Central Control Room will oversee the hujjaj return on similar pattern from Mina after Hajj from 12th – 13th ZilHijja.
- i. Each maktab coordinator/BDO/Nazim shall share the number and details of hujjaj in each Camp at Mina who will stay till 13th Zil-Hijja.

Media Strategy

- a. Media Strategy for the Mashair Management Hajj 2025, themed "Re-imagined," aims to clearly communicate the operational plan for approximately 88,249 Pakistani Hujjaj, fostering confidence and cooperation.
- b. The core objectives include educating pilgrims on the Mina Move and adherence to Saudi regulations, highlighting extensive preparations like staff deployment and inter-agency coordination, and showcasing the Hajj Mission's commitment to pilgrim safety and well-being through a Haji-centric approach.
- c. Key messages will emphasize preparedness, safety, collaborative efforts, Hujjaj empowerment through information, and the mission's dedication.
- d. The strategy will utilize a multi-channel approach targeting Hujjaj, through media, and social media campaign (posts/messages, videos, WhatsApp). During Mashair, real-time updates, visual content, and coordination with the Main Control Office communication desk will be crucial.
- e. Post-Hajj efforts will focus on success stories, feedback collection, and demonstrating a commitment to continuous improvement. Spokespersons will include key Hajj Mission officials.

Complaints during Mashaire Management Strategy 2025 (Resolution Mechanism]

- a. The complaints cell of Pakistan Hajj Mission will be available on 24/7. Hujjaj would be able to contact through online portal i.e. Hajj Management System, Toll free Nos. 8002450028 & 8002450027 during Mashair days. The call center can also be accessed through WhatsApp Nos. 00923700037425 and 00923700037427.
- b. Pakistan Hajj Mission will fully integrate with the official complaint system established by the Saudi Ministry of Hajj and Umrah. Hujjaj and Mashair Teams can lodge complaints 24/7 through the Enayah Guest Care Center by calling the unified number 1966 (from Saudi SIMs) or the international number 0096920002814.
- c. Additional channels include the Nusuk App, email (care@hajj.gov.sa), and various social media platforms like WhatsApp live chat, Facebook, and Twitter.
- d. To file a valid complaint, essential elements are required, including the pilgrim's identification (Nusuk Card, Passport, or Visa Number), name, nationality, contact number, and specific location details of the incident.
- e. The Enayah Guest Care Center system supports 11 languages, including Urdu, ensuring accessibility for Pakistani Hujjaj.
- f. Upon submission, a complaint number is issued via SMS for follow-up, and a feedback mechanism confirms the resolution of the issue directly with the pilgrim.
- g. This centralized system is designed to address all service-related complaints covered in the package, including transport, accommodation, and other agreed-upon facilities.

DISCLAIMER

This Mashaire Management strategy and plan of action outlined in this document reflect the exhaustive efforts of the Coordinator Makkah and his team to anticipate and address potential operational scenarios during the Mashair days. Every scenario and corresponding action plan has been meticulously designed to ensure pilgrim safety, compliance with Saudi regulations, and seamless execution of rituals.

However, this document does not account for unforeseen circumstances arising from *force majeure* events, natural calamities, or other uncontrollable factors beyond human intervention. In such exceptional cases, the Pakistan Hajj Mission reserves the right to adapt operations in alignment with directives from Saudi authorities, Minister MORA, Secretary MORA, DG (OPAP) as per exigency of the conditions.

This document serves as a guide and does not constitute a legally binding agreement. The office of Coordinator Makkah disclaims liability for disruptions caused by external factors or deviations necessitated by dynamic operational requirements. All welfare Staff, Service Providers are, therefore, advised to remain flexible and adhere to real-time instructions issued by the Secretary MORA and DG (OPAP) and Coordinator Makkah during the Mashaire days.

BUILDING CLEARANCE REPORT FORM

(To be submitted by Rear Party before departing for Mina)

- **Building Number** : _____
- **Location (Sector)** : _____
- **Total Hujjaj** : _____
- **Rear Party Leader** : _____
- **Contact Number** : _____
- **Date/Time of Inspection** : _____

Checklist for Full Clearance

(Mark ✓ for compliance or X for non-compliance)

Area Inspected	Inspected	Fully Vacated	Remarks
All Rooms (Incl. Locks)			
Bathrooms (Private/Common)			
Lobbies & Corridors			
Dining Halls			
Mosque/Prayer Areas			
Roofs & Terraces			
Lifts/Elevators			
Kitchens & Storage			
Emergency Exits			
Parking Areas			
Other Areas: Specify: _____			

Certification

1. The above building has been thoroughly inspected and fully vacated.
2. No Haji remaining in any part of the building.
3. All keys/access cards have been returned to the building Local Muavin/Haris.

Rear Party Leader Signature: _____

Building Supervisor Signature: _____

Date/Time: _____

FORMAT FOR LIST OF SICK HUJJAJ REQUIRING SPECIAL ASSISTANCE*(To be filled by Sector Coordinators in consultation with Hajj Medical Mission/MO (OPAP))*

Sector: _____

Coordinator Name: _____

Contact Number: _____

Date Prepared: _____

Sr. No.	Name of Hujjaj	Passport Number	Maktab/Camp Number	Age	Gender	Medical Condition	Mobility Status	Doctor/MO Recommendation	Additional Notes
1.						(e.g., chronic illness, injury, disability)	(e.g., wheelchair-bound, requires stretcher, limited mobility)	(Name of MO + Contact)	(Special requirements, e.g., oxygen, caregiver)
2.									
3.									

Key Instructions for Sector Coordinators:

1. Verification: Ensure all entries are verified and signed by the assigned Hajj Medical Mission Doctor/MO.
2. Priority: Categorize cases by urgency (e.g., High, Medium, Low) in the "Additional Notes" column.
3. Attach Documentation: Include medical certificates or prescriptions if available.

Mashair Training Manual– Hajj 2025

(Mashaire Teams)

1. **Module 1: Introduction to Mashair Operations & Welfare Staff Role**
 - 1.1 Purpose of this Manual
 - 1.2 Overview of Mashair Days (Mina, Arafat, Muzdalifah)
 - 1.3 The "Hajj 2025 – Re-imagined" Strategy
 - 1.4 Core Principles for Welfare Staff
 - 1.5 Your Critical Role in Serving the Guests of Allah (SWT)
2. **Module 2: Understanding the Mashair Operational Plan**
 - 2.1 Scenario-Based & Sequential Approach
 - 2.2 Movement Sequence: Building → Mina → Arafat → Muzdalifah → Jamarat → Building
 - 2.3 Key Timelines and Phases Overview
3. **Module 3: Deployment Strategy & Team Structure in Mina**
 - 3.1 Advance Party: Role, Composition, and Timings
 - 3.2 Rear Party: Role, Composition, and Timings
 - 3.3 Shift System: 6-hour Rotational Shifts
 - 3.4 Maktab Welfare Teams
 - Leadership and Composition (ACs, BDOs, Medical Staff)
 - Staff Deployment with Bus and Train Groups
 - Role of Staff from Madinah
 - 3.5 Local Muavineen Deployment in Buildings
4. **Module 4: Key Responsibilities and Procedures in MINA**
 - 4.1 Hujjaj Reception and Accurate Induction in Makatib Camps
 - 4.2 Camp Management and Monitoring
 - Pre-departure Inspections (Hygiene, Safety, Branding)
 - Ensuring Display of Mina/Arafat Maps
 - Coordination of Accommodation and Food Services
 - 4.3 Transport Operations and Documentation
 - Verifying Schedules and Deployment (Rad, Radain, Tarudodiya)
 - Documenting Bus Details (Proforma Usage)
 - RFID Data Tracking
 - 4.4 Pilgrim Guidance and Information Dissemination
 - 4.5 Ensuring Camp Security and Authorized Entry
5. **Module 5: Mashair Guide Post Operations**
 - 5.1 Location of 14 Guide Posts (e.g., 511 Chowk, Road 62, Road 56, Jamrat)
 - 5.2 Team Composition and Shifts (9 persons per team, 3 per shift, including paramedics)
 - 5.3 Primary Role: Guiding Hujjaj
6. **Module 6: Movement to ARAFAT – Operations and Support**
 - 6.1 Advance and Rear Party Movements and Roles
 - 6.2 Application of Mina Movement Plan (Transport details as per Annexes A&B)
 - 6.3 Establishment of Guide Posts in Arafat
 - 6.4 Hujjaj Reception and Camp Induction in Arafat
 - 6.5 Critical Instructions for Hujjaj and Staff in Arafat (Staying in camps, Masjid-e-Nimra restrictions for staff)
 - 6.6 Specific Movement Plan for Fiqa Jaferia Hujjaj
7. **Module 7: Movement from ARAFAT to MUZDALIFAH – Procedures**

- 7.1 Timings and Party Movements (Advance & Rear)
- 7.2 Bus Hujjaj: Coordination with Murshids, Bus Location Identification (Pin Locations), Boarding
- 7.3 Train Hujjaj: Guidance by Mashair Guides
- 7.4 Guidance on Pebble Collection (More than 71 pebbles)
- 7.5 Guiding Hujjaj to Designated Areas/Khaimas in Muzdalifah via Tareeq
- 8. **Module 8: Movement from MUZDALIFAH to JAMARAT & Rami Ritual**
 - 8.1 Batch Formation for Jamarat (188 Hujjaj per Maktab, synced with Al-Rajhi data)
 - 8.2 Adherence to Date-wise Jamarat Schedules (Displayed in Khaimas)
 - 8.3 Role of Nazims in Information Dissemination
 - 8.4 Welfare Teams Accompanying Batches (Flag/Symbol for Identification, Front & Rear Member)
 - 8.5 Prohibited Movement Times for Jamarat (e.g., 4:00 AM - 10:00 AM, subject to verification)
 - 8.6 Rami Timings as per Fiqh (Hanafi example provided)
 - 8.7 Ensuring No Single Haji Moves for Jamarat (Adherence to Saudi Taleemat)
- 9. **Module 9: Management of Teams for Tawaf-e-Ziarah**
 - 9.1 Post-Rami Deployment of Advance Party (10th Zulhijja)
 - 9.2 Rear Party Obligations, Rest, and Duty Assumption
 - 9.3 Strict Prohibition of Tawaf-e-Ziarah for Staff on 10th Zulhijja
 - 9.4 Permissible Timings for Staff Tawaf-e-Ziarah (On or after 11th Zulhijja, after duty completion/handover)
 - 9.5 Adherence to Duty Rosters, Attendance, and Handover Briefings
 - 9.6 Continuous Monitoring by Makatab Welfare Teams and PCO
- 10. **Module 10: Coordination, Communication, and Emergency Protocols**
 - 10.1 Liaison with Makatib Teams (AC Makatib as Focal Persons)
 - 10.2 Real-time Communication (WhatsApp/Zong Numbers from Contact Directory)
 - 10.3 Main Control Office (PCO) Coordination
 - Understanding PCO Cells (Front Desk, Admin, Maktab, Lost & Found, Death & Disease)
 - 10.4 Emergency Response and Reporting
 - Medical Emergencies
 - Lost & Found Procedures
 - Death & Disease Cell Coordination
 - 10.5 Escalation Matrix for Unresolved Issues (ACs to report to Dy. Coordinator)
 - 10.6 Shift-wise Reporting to Deputy Coordinator
- 11. **Module 11: Adherence to Regulations and Ethical Conduct**
 - 11.1 Strict Adherence to Saudi Taleemat
 - 11.2 Pilgrim-Centric Service: Humility, Patience, and Excellence
 - 11.3 Maintaining Discipline and Professionalism
 - 11.4 Flexibility and Adherence to Real-Time Instructions

(****)

TRAINING SCHEDULE FOR MASHAIRE MANAGEMENT STRATEGY-HAJJ 2025

Objectives:

To comprehensively train Sector Coordinators of 10 sectors, around 375 Nazims and subsequently around 88,249 Hujjaj on the Mashair Management Strategy, Saudi Taleemat, administrative arrangements, transportation, and welfare support, ensuring all training will be concluded within four days.

Day 1: Monday, May 26th, 2025 – Training of Trainers

Time	Activity	Participants	Facilitator(s)	Venue(s)	Status
1630-2030 (04 hours)	Training of Trainers	10 Sector Coordinators Mr. Gohar ali and Ms. Naila Ashraf	Deputy Coordinator Operations & Deputy Coordinator (C,M&V)	Main Control Office (MCO) Building, Makkah	COMPLETED
Evening Task for Sector Coordinators: Prepare materials and detailed session plans for training Nazims/BDOs within their respective sectors. Confirm venues (building prayer areas or sector-offices for meeting points) for Day 2.					

Day 2: Tuesday, May 27th, 2025 – Training of Nazims/BDOs & Initial Hujjaj Engagement

Time	Activity	Participants	Facilitator(s)	Venue(s)	Key Focus
1030-1130 hrs	Nazim/BDO Training Batch-1 (Each Sector)	(1/2) Nazims/BDOs (Night Shift)	Sector Coordinators	Sector Offices	In-depth Mashair Strategy, role of Nazim/BDO, Saudi Taaleemat, Hujjaj training techniques, communication protocols, emergency procedures, Q&A.
12:00-1:00 pm	Lecture of Mr. Hasan Al Manakra to all Sector Coordinators and Nazims on Zoom.				
14:30 - 18:30	Nazim/BDO Training Batch 2 (Each Sector)	(1/2) Nazims/BDOs (Day Shift)	Sector Coordinators	Sector Offices	(Repeat of morning session for remaining Nazims/BDOs)
After Isha	Initial Hujjaj Awareness & Mobilization Session (per BDO)	Hujjaj groups of 188 in their respective buildings (179 buildings)	Trained Nazims/BDOs	Prayer Area of each Hujjaj Building	Introduction to Mashair days, importance of upcoming briefings, forming building-level communication channels (e.g., WhatsApp), initial Q&A about general preparations.
Evening Task for Nazims/BDOs:					
<ul style="list-style-type: none"> Visit of BDOs and Sector Coordinators to their concerned Khaima/Maktab of Mina to assess overall preparedness. 					

- Review Hujjaj training materials, plan specific session timings for Day 3 & 4 in their building's prayer area, considering Hujjaj convenience post-prayers.

Day 3: Wednesday, May 28th, 2025 – Focused Hujjaj Training (Sessions 1 & 2)

Time	Activity	Participants	Facilitator(s)	Venue(s)	Key Topics Covered
After Fajr / Morning	Hujjaj Training Session 1 (per BDO/Building)	Hujjaj groups of 188 in their respective buildings (179 buildings)	Trained Nazims/BDOs	Prayer Area of each Hujjaj Building	Mina Focus: Mina move plan (timings, grouping), what to carry, camp layout & rules, food arrangements, identifying welfare staff, specific Saudi Taaleemat for Mina.
After Isha / Evening	Hujjaj Training Session 2 (per BDO/Building)	Hujjaj groups of ~188 in their respective buildings (179 buildings)	Trained Nazims/BDOs	Prayer Area of each Hujjaj Building	Arafat & Muzdalifah Focus: Movement to Arafat, stay in Arafat (religious significance, conduct), movement to Muzdalifah, stay in Muzdalifah, pebble collection, relevant Taaleemat.
Ongoing	Sector Coordinators' Supervision & Support	Nazims/BDOs & Hujjaj Training Sessions	Sector Coordinators	Roaming within their respective sectors	Monitor training quality, provide on-spot guidance to BDOs, and address complex queries escalated by BDOs.
Evening Task for Sector Coordinators/Nazims/BDOs: <ul style="list-style-type: none"> Visit of BDOs and Sector Coordinators to their concerned Khaima/Maktab of Arafat and Muzdalifa to assess overall preparedness and Mind Mapping. 					

Day 4: Thursday, May 29th, 2025 – Hujjaj Training Completion & Final Briefings

Time	Activity	Participants	Facilitator(s)	Venue(s)	Key Topics Covered
After Fajr / Morning	Hujjaj Training Session 3 (per BDO/Building)	Hujjaj groups of 188 in their respective buildings (179 buildings)	Trained Nazims/BDOs	Prayer Area of each Hujjaj Building	Jamarat & Return Focus: Jamarat movement (schedules, grouping, safety protocols, designated routes, prohibited timings), Tawaf-e-Ziarah (brief admin aspects), return from Mina.
After Isha / Evening	Final Hujjaj Q&A, Reinforcement & Closing Session (per BDO/Building)	Hujjaj groups of 188 in their respective buildings (179 buildings)	Trained Nazims/BDOs	Prayer Area of each Hujjaj Building	Recap of all critical information, open Q&A, final reminders on discipline, cooperation, Saudi Taaleemat, emergency contacts, and seeking help from welfare staff.
Afternoon	Sector Coordinators' Debrief & Final Review Meeting	10 Sector Coordinators	Dy. Coordinator Operations	Main Control Office (MCO) Building, Makkah	Consolidate feedback from Nazims/BDOs, assess overall training completion and effectiveness, and identify any last-minute actions required before Mashair.

General Instructions:

- **Flexibility:** Timings for Hujjaj sessions are suggested around prayers but can be adjusted by BDOs for local building convenience, ensuring all Hujjaj are covered.
- **Materials:** Sector Coordinators and Nazims/BDOs must utilize standardized training content derived from the "Mashair Management Strategy-Hajj 25" document and other official Hajj Mission guidelines.
- **Languages:** Ensure training for Hujjaj is conducted in languages they clearly understand.
- **Engagement:** Encourage interactive sessions with Hujjaj, allowing ample time for questions.
- **Record Keeping:** Sector Coordinators should maintain a record of Nazims/BDOs trained, and Nazims/BDOs should confirm completion of Hujjaj briefings.

(*****)

ZONE INCHARGES

S/No.	Name	Designation	Cell No.	Zone NO
Day Shift (07:00 a.m to 19:00 Hrs)				
1	Mr. Nazir Aziz Khan	Deputy Secretary		Zone-02
2	Mr. Rehan Ali Cheema	Deputy Secretary		Zone-04
3	Mr. Zia ur Rehman	Deputy Secretary		Zone-05
Night Shift (19:00 a.m to 07:00 a.m)				
1	Mrs. Shakila Begum	Deputy Secretary		Zone-02
2	Mr. Muhammad Rizwan Sharif	Director		Zone-04
3	Mr. Ghulam Ilyas Jaffar	Director		Zone-05
AREA-WISE INCHARGES				
Day Shift (07:00 a.m to 19:00 Hrs)				
1	Mr. Adil Hussain	Dy. Sector Coordinator-I		Maktab No. 106
2	Mr. Muhammad Asif Anjum	Dy. Sector Coordinator-2		Maktab Nos. 101,102
3	Mr. Muhammad Farhan Ch	Dy. Sector Coordinator-3		Maktab No. 105
4	Mr. Adnan Gul	Dy. Sector Coordinator-4		Maktab Nos. 107,109, 110
5	Mr. Abdul Ghaffar	Dy. Sector Coordinator-5		Maktab Nos. 130, 131, 132
6	Mr. Aimal Khan	Dy. Sector Coordinator-6		Maktab Nos. 118, 119, 121
7	Mr. Muhammad Asif	Dy. Sector Coordinator-7		Maktab Nos. 117,122
8	Mr. Azhar Mehmood	Dy. Sector Coordinator-8		Maktab Nos. 111,113,115
9	Mr. Nazir Ahmed	Asst. Sector Coordinator-9		Maktab Nos. 112,114
10	Mr. Muhammad Zubair	Dy. Sector Coordinator-10		Maktab Nos. 123, 124, 125
11	Mr. Ali Gohar	Incharge MDC		Maktab Nos. 116,120

12	Ms. Naila Ashraf	Incharge Vigilance		Maktab Nos. 103,104,108
13	Mr. Tayyab Taseer	Asst. Sector Coordinator-6		Maktab Nos. 133,134
14	Mr. Zahid Fahim	Asst. Sector Coordinator-2		Maktab Nos. 126, 127, 128, 129
Night Shift (19:00 a.m to 07:00 a.m)				
1	Mr. Sahib Zada	Deputy Secretary		Maktab No. 106
2	Mr. Muhammad Riaz	Section Officer		Maktab Nos. 101,102
3	Mr. Misbah ur Rehman	Section Officer		Maktab No. 105
4	Mr. Akram Shafique	Section Officer		Maktab Nos. 107,109, 110
5	Mr. Muhammad Afzal	Section Officer		Maktab Nos. 130, 131, 132
6	Mr. Imran Rashid Butt	Section Officer		Maktab Nos. 118, 119, 121
7	Mr. Zurghan Shehzad	Section Officer		Maktab Nos. 117,122
8	Mr. Saeed Ahmed Rahoojo	Section Officer		Maktab Nos. 111,113,115
9	Syed Muhammad Burhan	Section Officer		Maktab Nos. 112,114
10	Mr. Tariq Mehmood Dubb	Section Officer		Maktab Nos. 123, 124, 125
11	Mr. Qamar Hasnain Qadri	Section Officer		Maktab Nos. 116,120
12	Mr. Naveed Ahmed	Section Officer		Maktab Nos. 103,104,108
13	Mr. Muhammad Hafeez Khokar	Accounts Officer		Maktab Nos. 133,134
14	Mr. Assad Hussain Malik	Accounts Officer		Maktab Nos. 126, 127, 128, 129

Office of the Coordinator-Makkah
Daily Situation Report | DSR (Post-Hajj)
02-07-2025 | 10:00 PM

Report # 58

1. ACCOMODATION :- INSPECTION, OCCUPATION, EVACUATION

Sector #	Total Buildings	No. of Buildings Inspected	Inspection Reports		Occupation		Buildings Inducted	Post-Induction		Buildings Vacated	Vacation Reports	
			Received	Pending	Occupied	Reports Received		Report Received	Report Pending		Report Received	Report Pending
1	24	24	24	-	24	24	24	24	-	24	24	-
2	21	21	21	-	21	21	21	21	-	21	21	-
3	12	12	12	-	12	12	12	12	-	12	12	-
4	25	25	25	-	25	25	25	25	-	25	25	-
5	21	21	21	-	21	21	21	21	-	21	21	-
6	10	10	10	-	10	10	10	10	-	10	10	-
7	14	14	14	-	14	14	14	14	-	14	14	-
8	22	22	22	-	22	22	22	22	-	22	22	-
9	12	12	12	-	12	12	12	12	-	12	12	-
10	16	16	16	-	16	16	16	16	-	16	16	-
Total	177	177	177	-	177	177	177	177	-	177	177	-

2. HUIJAJ:- DEPARTURE FROM MAKKAH

A	B	C	E	G	D	F	H	I
Sector	No of Huijaj	Deprture To Madina [last 24h]	Deprtature from Jeddah to Pakistan [last 24h]	Total Huijaj Departed [Last 24h]	Departed to Madina (Total)	Departed to Jeddah (Total)	Total Huijaj Departed (Column D+F)	Died
1	8611	-	-	-	1897	6714	8611	1

2	8201	-	163	163	3408	4793	8201	2
3	3847	25	-	25	3554	292	3846	1
4	9331	-	-	-	3062	6267	9329	1
5	7964	350	-	350	4377	3585	7962	2
6	14443	-	250	250	6115	8325	14440	4
7	8195	431	70	501	3663	4530	8193	2
8	11744	-	-	-	8233	3510	11743	2
9	5436	-	-	-	5069	367	5436	3
10	10523	-	-	-	9816	705	10521	2
Total	88295	806	483	1,289	49194	39088	88282	20

Deaths of Hujjaj in Madina	5
Deaths of Hujjaj in Makkah	20
Total Deaths	25

3. FOOD ARRANGEMENTS - RECONCILIATION

Sector #	Breakfast	Lunch	Dinner	Total	Remarks
1	0	0	0	0	
2	0	0	0	0	
3	0	0	0	0	
4	0	0	0	0	
5	0	0	0	0	
6	0	0	0	0	
7	0	0	0	0	
8	0	0	0	0	
9	0	0	0	0	
10	0	0	0	0	
Total Servings	0	0	0	0	

4. TRANSPORT ARRANGEMENTS

Sector No.	1	2	3	4	5	6	7	8	9	10	Total
Vehicle Deplo	Bus	0	0	0	0	0	0	0	0	0	0
	Coaster	0	0	0	0	0	0	0	0	0	0

ymen t	Shuttle	0	0	0	0	0	0	0	0	0	0	0
	Add. Buses	0	0	0	0	0	0	0	0	0	0	0
	Total	0	0	0	0	0	0	0	0	0	0	0
Drop Points		Mehbas-al-Jin (Sectors: 1, 2, 4, 5, 7, 8)			Jabl-e-Kahba (Sector: 6)			Jarwal (Building: 935)			Kudai (Sectors: 3, 9, 10 Except B#935)	
Capacity / Load		-			-			-			-	

5. DISTRIBUTIONS: NUSUK CARDS, GIFTS & WHEEL-CHAIRS

Sector #	No. of Hujjaj	5.1 NUSUK Cards				5.2 HAJI GIFTS			5.3 WHEEL-CHAIRS			Remarks
		Inducted	Distributed	Remaining	Lost	Total Gifts Delivered to Sectors	Gifts Distributed to Hujjaj	Balance	Received	Returned	Balance	
1	8,611	8,611	8,611	-		8,611	8,611	-	23	23	-	NUSUK Cards are printed by Ministry of Interior and distributed by concerned Tawafa Company (Al-Rahji).
2	8,201	8,201	8,201	-		8,201	8,201	-	-	-	-	
3	3,847	3,847	3,847	-		3,847	3,847	-	50	50	-	
4	9,331	9,331	9,331	-		9,331	9,331	-	75	75	-	
5	7,964	7,964	7,964	-		7,964	7,964	-	-	-	-	
6	14,443	14,443	14,443	-		14,443	14,443	-	89	89	-	
7	8,195	8,195	8,195	-		8,195	8,195	-	65	65	-	
8	11,744	11,744	11,744	-		11,744	11,744	-	115	115	-	
9	5,436	5,436	5,436	-		5,436	5,436	-	100	100	-	
10	10,523	10,523	10,523	-		10,523	10,523	-	75	75	-	
Total :	88,295	88,295	88,295	-		88,295	88,295		592	592	-	

6. COMPLAINTS, INQUIRIES & FACILITATION

6.1. Complaints

Sector	Accommodation	Food	Transport	Others / Staff	Brought Forward	Total till Date	Invalid	In Progress / Resp	Referred to KSA	Referred to	Resolved	Unresolved
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				Nusk issues				onse Await ed	Aut horit y	MO RA		
	During the Date					Till Date						
1	-	-	-	-	335	335	58	-	-	-	277	-
2	-	-	-	-	602	602	79	-	-	-	523	-
3	-	-	-	-	320	320	41	-	-	-	279	-
4	-	-	-	-	477	477	122	-	-	-	355	-
5	-	-	-	-	415	415	89	-	-	-	326	-
6	-	-	-	-	259	259	84	-	-	-	175	-
7	-	-	-	-	174	174	16	-	-	-	158	-
8	-	-	-	-	328	328	72	-	-	-	256	-
9	-	-	-	-	174	174	35	-	-	-	139	-
10	-	-	-	-	225	225	36	-	-	-	189	-
Total On Date	-	-	-	-	3,309	3,309	632	-	-	-	2,677	-

6.2. Facilitation

Secto r	Accom modati on	Food	Trans port	Other s/ Staff issues	Brou ght Forw ard	Total till Date	Regre tted/ Invali d	In Prog ress / Resp onse Await ed	Refe rred to KSA Aut horit y	Refer red to MO RA	Reso lved	Unres olved
During the Date							Till Date					
1	-	-	-	-	3	3	-	-	-	-	3	-
2	-	-	-	-	196	196	-	-	-	-	196	-
3	-	-	-	-	3	3	-	-	-	-	3	-
4	-	-	-	-	641	641	-	-	-	-	641	-
5	-	-	-	-	1,010	1,010	-	-	-	-	1,010	-
6	-	-	-	-	1,140	1,140	186	-	-	-	954	-
7	-	-	-	-	365	365	-	-	-	-	365	-
8	-	-	-	-	1,144	1,144	104	-	-	-	1,040	-
9	-	-	-	-	1,043	1,043	-	-	-	-	1,043	-
10	-	-	-	-	63	63	25	-	-	-	38	-

Total On Date	-	-	-	-	5,608	5,608	315	-	-	-	5,293	-
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7. MAKATIB COORDINATION

Makatibs allotted to Pakistan	Sectors	No of Allotted Makatib	Maktab Visited	Balance	Remarks
34	1	11	11	0	
	2	13	13	0	
	3	8	8	0	
	4	15	15	0	
	5	14	14	0	
	6	8	8	0	
	7	9	9	0	
	8	15	15	0	
	9	11	11	0	
	10	10	10	0	
Total		114	114	0	

8. WELFARE STAFF: DEPLOYMENT & DISCIPLINE

8.1. Deployment and Attendance

Sector #	Pak Mouavneen			Local Mouavneen				G/T total Present	Total Moavins (Pak + Local)	Remarks
	Total	Present	Absent	Total	Present	Not Joined / Reported	Absent			
1	0	0	-	0	0	0	-	-	-	531 Relieved, 26 PBM in Madina, where 551 LM relieved
2	0	0	-	0	0	0	-	-	-	
3	0	0	-	0	0	0	-	-	-	
4	0	0	-	0	0	0	-	-	-	
5	0	0	-	0	0	0	-	-	-	
6	0	0	-	0	0	0	-	-	-	
7	0	0	-	0	0	0	-	-	-	
8	0	0	-	0	0	0	-	-	-	
9	0	0	-	0	0	0	-	-	-	
10	0	0	-	0	0	0	-	-	-	
FOOD	0	0	-	0	0	0	-	-	-	
TPT	0	0	-	0	0	0	-	-	-	

QRT	0	0	-	0			-	-	-
MCO	0	0	-	0	0	0	-	-	-
MDC	0	0	-	0	0	0	-	-	-
Complaint Cell	0	0	-				-	-	-
Makatib Coord.	0	0	-				-	-	-
Madina	29	29	-	311	311		-	340	340
Total	29	29	-	311	311	0	-	340	340

8.2. Mashair Orientation of Welfare Staff

Authorized Strength	Arrived in KSA	Remaining	Completed Mashair Orientation	Pending Mashair Orientation	
560	557	3	557	0	<i>The previous practice of only Mina orientation of welfare staff has been transformed into a more elaborate training , in line with the re-imagined Mashaire management strategy which necessitates a more detailed and scenario-based orientation of each segment of the Mashaire covering Mina- Arafat-Muzdalfa-Jamarat along with allied issues of transportation . The welfare staff is being oriented comprehensively on all aspects of Mashaire.</i>

8.3. Disciplinary Actions: -

Reported by:	Reported on date	Reported Earlier	Progressive Total	Action Taken by Admn. & Discipline						Remarks
				Fined	Warned	Exonerated	Disposed of	Invalid	Pending	
Vigilance Team	0	29	29	3	3	-	21	2	-	
Sectors Coordinators	0	2	2	-	-	-	2	-	-	
Total	0	31	31	3	3	-	23	2	-	

Coordinator Makkah

Deputy coordinator
(Operations)

DSR – Pakistan Hajj Mission Overall (Final)

OFFICE OF PILGRIM AFFAIRS PAKISTAN
COORDINATOR FACILITATION MAKKAH MUKARRAMAH
POST HAJJ UPDATE 2025

Report No: 64

Date: 08.07.2025

Report No: 000

Manual Complaints	Detail	Makkah Mukarramah				Madinah Munawwarah			
		Food	Building/ Accommodation	Transport	Total	Food	Building/ Accommodation	Transport	Total
	On Date	0	0	0	0	0	0	0	0
	Previous	627	690	477	1794	3	41	2	39
	Progressive	627	690	477	1794	3	41	2	39
	Resolved/Delivered/Found	584	645	424	1653	3	41	2	42
	Invalid/Regretted	43	45	53	141	0	0	0	0
	Unresolved/Balance	0	0	0	0	0	0	0	0
Wheel Chair	Detail	On Date	Previous	Progressive					
	Issuance of Wheel Chair	0	293	293					
	Return of Wheel Chair	0	299	299					
Haram Guide	Detail	Guided Hujjal in Makkah			Hujjal Visited Riaz ul Jannah in Groups				
		On Date	Previous	Progressive	On Date	Previous	Progressive		
	On Date	0	57,400	57,400	0	34,302	34,302		
	Previous		57,400			34,302			
	Progressive		57,400			34,302			
Medical	Detail	Makkah Mukarramah			Madinah Munawwarah				
		On Date	Previous	Progressive	On Date	Previous	Progressive		
	Outdoor Patients Attended	0	138844	138844	0	5334	5334		
	Admitted in Mission Hospital	0	0	0	0	0	0		
	Discharged from Mission Hospitals	0	0	0	0	0	0		
	Admitted in Saudi Hospitals	0	244	244	0	49	49		
	Discharged from Saudi Hospitals	0	230	230	0	42	42		
	Emergency Detentions	0	3441	3441	0	2	2		
	Injuries (Accident)	0	0	0	0	0	0		
	Lab Test	0	2072	2072	0	0	0		
	Dental Procedure	0	1898	1898	0	216	216		
	X-Ray	0	679	679	0	0	0		
	Ultrasound	0	230	230	0	0	0		
	ECG	0	955	955	0	50	50		
	Dressing Minor OT Procedure	0	1619	1619	0	102	102		
	Complaints Received	0	75	75	0	0	0		
	Complaints Resolved	0	75	75	0	0	0		
	Unresolved/Balance	0	0	0	0	0	0		
Death Cases	Detail	Male			Female				
		On Date	Previous	Total	On Date	Previous	Total		
	Govt. Scheme Makkah	0	11	11	0	9	9		
	Govt. Scheme Madinah	0	4	4	0	1	1		
	Govt. Scheme Jeddah	0	0	0	0	0	0		
	Pvt. Jeddah	0	0	0	0	0	0		
	Pvt. Scheme Makkah	0	0	0	0	3	3		
	Pvt. Scheme Madinah	0	0	0	0	0	0		
	Majma Makkah	0	0	0	0	0	0		
	Majma Madina	0	0	0	0	0	0		
	Total Gov (M+F):	25							
	Total Pvt (M+F):	3							
	Total Deaths:	28							
Note:									

Distribution:

- D.G (Hajj) Jeddah, KSA (cpajeddah@gmail.com)
- Chief Coordinator, Makkah Mukarramah
- Coordinator Makkah Mukarramah
- Joint Secretary (Hajj), M/o RA & IFH (jshajj@mora.gov.pk)
- Director (Hajj), Makkah (directormakkah@outlook.com)
- Director (Hajj), Madinah Munawwarah
- P.S to Minister, M/o RA & IFH (pstominister@mora.gov.pk)
- P.S to Secretary, M/o RA & IFH (secretary@mora.gov.pk)
- AD (IT) M/o Ra & IFH (jamil2001@hotmail.com)
- Media Cell: (mediacellmora@gmail.com)

(Mishah Ur Rehman)
Dy. Coordinator (Facilitation), Madinah