

Appendix to the Report: Hajj Administration in Nigeria

A Muslim Public Affairs Centre Report

MPAC, Nigeria

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No.	MILESTONE	Activities	Notes
1	Nine Months Before Hajj	<ol style="list-style-type: none"> 1. Inauguration and Assignment of Tasks and Targets 2. Notifications 3. Passports & Visas 4. Invitations To Tender - Technical & Commercial Bids of Airlift Operators 5. Accommodation Enquiries and Planning – Kingdom of Saudi Arabia (KSA) and locally 6. Notifications 7. Notifications 8. Notifications 9. Notifications 	Page 2
2	Three Months Before Hajj	<ol style="list-style-type: none"> 1. Notifications 2. Advertise for pilgrims registration; Packages, Prices, deadlines. 3. Select Airports. Assign Populations (Optimize Travel Distance) 4. Agree Key Performance Indicators and Award Contracts for Airlift To and Fro KSA 5. Book Accommodation - KSA 6. BTA 7. Meet with key stakeholders in educating the intending pilgrims about hajj rites. 	Page 3
3	One Month Before Hajj	Consultations and Process Reviews. Organize educational and hajj awareness workshops, distribute information leaflets.	Page 4
4	Duration of Hajj	Assess Airlift, Accommodation and Transportation Service Provision	
5	Return From Hajj	<ol style="list-style-type: none"> 1. Assess Service Providers for Deviations from Agreed Key Performance Indicators 2. Compose Report Using Agreed Templates 3. Submit Report and Stand Down 	

APPENDIX 1

Notes:

MILESTONE 1:

Activity 1:

National Amir and team inaugurated. National Amir oversees teams' and individual team members' tasks and targets.

Tasks involved should be categorized and relevantly competent professionals should be appointed for each task.
Suggested task category:

- Accomodation – Local
- Accomodation - KSA
- Transportation - KSA
- Transportation – to-fro KSA
- Hajj Operations Workers
- Financial Management
- Information – Publicity, Helpdesk, Interpretation, and Analytics, Reports and Records
- Management – the National Amir and at most two specialist associates

Action Party : Consultancy

Approver : The Management Team of Muslim Pilgrimage Welfare & Practices Regulatory Authority (subsequently referred to as Management).

Success Factors:

Politics is kept away from this selection process.

Team members are specific to functions

Templates are agreed and used exclusively

The Amir is supported by two highly competent assistants at most.

Activity 2.

Advertise Hajj and application procedures in selected national newspapers, radio and tv.

Inform in particular about passports and visa and deadline.

Advise website, physical locations, telephone numbers and contact people.

Action Party – Information

Approver - Management

Activity 3:

Assistance to be given to acquire passports and visas. Six months period.

The Information team prepares information about passport acquisition and visa application.

Posters and publicity in select radio and TV stations for intending pilgrims to access this service as early as possible in an orderly manner.

Action Party : Information, Fin. Mgt.

Approver : Management

ACTIVITY 4:

This is fundamental to success and vendor selection must be handled by a consultancy.

The consultancy is offered a turn-key contract – handle everything from bids receipt to final vendor selection.

We will not be interested in insisting on Nigerian vendors. Ultimately, we will be using a mix of national and international carriers not as an end in itself but in relation to respective vendors' capacity and experience at meeting targets.

We specify our requirements in terms of Vendors';

- Access to equipment
- Number of equipment
- Age of equipment
- Personnel qualifications and experience
- Experience range
- Documentation and verifiability of proof of performance.
- Maximum passengers' waiting time at camp

Note: The Management invites bids from consultants and effects the final selection.

Action Party: Management, Fin. Mgt and Consultancy

Approver: Management.

Activity 5:

Price, location and availability information gathering locally and from KSA. Internet access necessary.

- Where are they located in relation to the airports – locally & in KSA
- Who owns them? – We control and save costs by excluding the middle man. Establish proof of ownership.
- What price? What facilities? What is the state of the facilities?
- When available. They must be available for hajj.
- What terms? Payment in full before occupation?

Each selected international airport has hajj camp(s) assigned to it. There are also a couple of facilities inspectors per hajj camp to determine facilities' conditions in terms of carrying capacity and availability of:

- Beds
- Toilets
- Water
- Educational/Entertainment facilities

Analytics, Reports and Records (ARR), prepare a summary report on this to Management Fin. Mgt and Information at most seven months before Hajj. ARR plans the arrival and departure times at camp as well as the number of arrivals and bed assignments.

Costing and budgeting is completed at most seven months before Hajj.

Action Party : Analytics, Reports and Records, Information, Fin. Mgt.

Approver : Management

Activities 6 to 9:

Reminder notifications in select national newspapers, radio and TV, process reviews, airlift operators' bid evaluations and selection of technically competent vendors that submit the lowest bid, conclude accommodation and transportation related activities, review budgeting and controls, milestone summary and evaluation.

Specify and publicize the fact that only people with passports and visas are eligible for Hajj. Price announcement on/before ninety days to Hajj.

Action Party: All teams

Approval : Management

MILESTONE 2:

Activities:

Receive all payments before a month to Hajj.

Book accommodation - different types - and transportation in KSA for the fully paid intending pilgrims at the end of the payment period.

Avoid extensions. Use banks. BTA

Publicize deadline. Announce deadline.

Employ Hajj Operations Workers (Hajj Counseling, Interpreters, Porters, Cleaners) – It is imperative that the provision of medical staff and services is contracted out. The services they provide are specialized and require specialists using high overhead cost specialist tools.

Action Party: Information, Accommodation, Transportation, Consultancy

Approval : Management

MILESTONE 3:

Activities:

Reports, reviews, consultations and notifications.

MILESTONE 4:

We are going on Hajj - let this be a national tradition. A truly national prayer day on a set Friday not more than a week from Hajj in all states.

Action Party: Information.

MILESTONE 5:

Assess Airlift, Medical, Accommodation and Transportation Service Provision

Action Party: Analytics, Reports and Records

Lastly

For the subsequent Hajj;

- Management team and the National Amir study the previous year's report, observe the highlights and lowlights and start the process all over at the inauguration.
- Retain key personnel.