

REQUEST FOR PROPOSAL
FOR
PROCUREMENT OF GOODS & SERVICES
FOR HAJJ 2027–2029 (1448H–1450H)

**PROCUREMENT OF A COMPREHENSIVE
PACKAGE UNDER MINISTRY OF HAJJ AND
UMRAH INSTRUCTIONS FOR HAJJ 2027**



Office of Pilgrims Affairs Pakistan (OPAP)



Consulate General of Pakistan, Jeddah

Ministry of Religious Affairs & Interfaith Harmony
Government of Pakistan

Preamble

Hajj is one of the most sacred obligations in Islam and represents the **highest expression of submission, unity, equality and spiritual devotion** before Allah Almighty. For every Pakistani pilgrim, the journey to the Haramain Sharifain is not merely a movement across borders; it is a **deeply personal act of worship**, a **lifetime aspiration**, and a **solemn trust** placed in the institutions responsible for facilitating it.

The Ministry of Religious Affairs & Interfaith Harmony, Government of Pakistan, has consistently pursued a vision aimed at ensuring that the performance of Hajj remains **safe, dignified, cost-effective, comfortable and spiritually enabling** for every pilgrim. This vision has been further reinforced through the Cabinet's approval of a **four-year Hajj Policy for 2027–2030**, which introduces **long-term contracting arrangements** in the Kingdom of Saudi Arabia. The policy marks a **strategic shift from annual procurement cycles** toward **greater service certainty, improved planning horizons, enhanced contractual accountability** and **more stable operational partnerships** for Pakistani pilgrims.

This long-term direction aligns with the **evolving regulatory framework of Hajj** in the Kingdom of Saudi Arabia. Each year, Pakistan and Saudi Arabia sign a **bilateral Hajj Agreement** that establishes the regulatory and operational parameters for the upcoming Hajj season. Under this agreement, Pakistan is required to comply with the **instructions, timelines, service standards, digital requirements and operational protocols** issued by the Ministry of Hajj and Umrah. These instructions form the basis for **planning, contracting, service delivery and compliance**, and necessitate **early preparedness, timely decision-making** and **reliable service partnerships** within the Kingdom.

As the operational arm of MoRA&IH in the Kingdom of Saudi Arabia, the Office of Pilgrims Affairs Pakistan (OPAP), Jeddah, is responsible for translating the Government of Pakistan's policy intent into **practical, measurable and enforceable arrangements** on the ground. OPAP's mandate is to ensure that every policy objective is reflected in the **actual experience of the pilgrim**—from arrival to accommodation, from transport to catering, from Mashaer movement to departure, and from complaint resolution to emergency response. In fulfilling this mandate, OPAP remains guided by the principles of **transparency, economy, regulatory compliance, operational readiness, service accountability** and **continuous improvement**.

The Hajj operating framework in the Kingdom has recently undergone a significant transition through the Ministry of Hajj and Umrah's updated **Comprehensive Hajj Services Package model**. Under this model, services previously arranged through multiple streams are now required to be delivered in a **unified, integrated and accountable manner** through a **Service Provider Company (SPC)** acting as the central contractual and operational interface. This shift necessitates a corresponding transformation in Pakistan's procurement and service-management approach,

ensuring that Mashaer services, accommodation, catering, transportation, digital facilitation, pilgrim support, regulatory liaison and emergency response are planned and delivered as **one coherent service ecosystem** rather than isolated arrangements.

In this context, the present Request for Proposal is being issued for the selection of a competent **Service Provider Company for the Comprehensive Hajj Services Package** for Hajj seasons **1448H to 1450H (2027–2029)** under the Government Scheme. Consistent with the Cabinet-approved Hajj Policy 2027–2030, the RFP seeks to procure services for **at least three Hajj seasons**, subject to **satisfactory performance, regulatory permissibility, financial prudence and compliance with annual instructions** of the Saudi Ministry of Hajj and Umrah. The arrangement shall include an **exit clause**, enabling OPAP/MoRA&IH to discontinue, modify or not extend the contractual arrangement in the event of **unsatisfactory performance, regulatory change, policy revision, non-compliance**, or any circumstance affecting the interests of Pakistani pilgrims or the Government of Pakistan.

The objective is to secure a service partner with the **institutional capacity, field presence, regulatory understanding, vendor network, digital capability and operational discipline** required to serve Pakistani pilgrims in accordance with the instructions of the Saudi Ministry of Hajj and Umrah, the bilateral Hajj Agreement, the policy direction of MoRA&IH and the detailed operational requirements of OPAP.

Through this procurement, OPAP seeks not merely a contractor but a **fully accountable service partner** capable of delivering an **end-to-end Hajj facilitation framework** over a multi-year planning horizon. The selected Service Provider Company shall be responsible for ensuring **strict compliance with Package C requirements**, securing **suitable accommodation**, providing **reliable three-time daily catering**, arranging **synchronized transportation**, supporting **Nusuk and other digital systems**, facilitating **health and media arrangements**, maintaining **Urdu-Arabic coordination capacity**, managing **contingencies**, and upholding **transparent reporting, inspection and accountability mechanisms** throughout each Hajj cycle.

This RFP therefore represents a **strategic step** toward implementing MoRA&IH's long-term policy vision within the updated regulatory environment of Hajj. It aims to **protect the interests of Pakistani pilgrims, improve service certainty, strengthen contractual accountability, reduce operational fragmentation and align Pakistan's Hajj arrangements** with the forward-looking policy approved by the Cabinet for 2027–2030. Above all, it seeks to ensure that the sacred journey of Hajj is supported by arrangements that are **professional in execution, compassionate in spirit, financially prudent, operationally reliable and fully aligned with the standards** prescribed by the competent authorities of the Kingdom of Saudi Arabia.

Abdul Wahab Soomro
Director General

Bidding Schedule and Document Control

Bidding Schedule

Milestone	Date (2026)
Advertisement	17 th July
Pre-bid meeting	23 rd July in Makkah
Submission deadline	1 st August (1:00 PM)
Technical opening	1 st August (1:30 PM)
Announcing Technical Results	5 th August
Submission of Grievances	6 th August
Grievance Redressal	9 th to 10 th
Financial opening	11 th August
Award	12 th August

Document Control

Procurement basis	MoHU-approved Package C, supplemented by OPAP additional requirements, dedicated Health and Media Supervisor engagement, and the SPC's complimentary free services, with the comprehensive package routed through a single SPC.
Procedure	Single-stage, two-envelope bidding procedure under Rule 36(b) of the Public Procurement Rules, 2004.
Evaluation method	Quality and Cost Based Selection (QCBS), technical-to-financial weighting 70:30.
Term	Three-year mandate covering Hajj 2027, 2028 and 2029 / 1448–1450 AH, with an annual performance-review exit mechanism
Currency	Saudi Riyal (SAR).

Structure of this RFP

Instructions to Bidders	Legal and Operational Framework, and General/Special Conditions
Appendix-1: Scope of Work (SoW)	Comprehensive Service Package, OPAP additional requirements, digital systems, Health and Media Supervisor engagements, contingency protections, free services, and administrative, regulatory and financial obligations
Appendix-2: Package C	MoHU Package C Qualitative and Quantitative Services (CQ&QS): Holy Sites baseline (Mina, Arafat and Muzdalifah) referred to at Clause 3.1 of Appendix-1
Annexure-1	Letter of Eligibility
Annexure-2	Technical Proposal — integrated submission and Evaluation Matrix,
Annexure-3	Financial Proposal — pricing and declarations
Annexure-4	Integrity Pact — prescribed declaration under Rule 7 of the Public Procurement Rules, 2004

Table of Contents

INSTRUCTIONS TO BIDDERS (LEGAL AND OPERATIONAL FRAMEWORK)	2
1. Invitation to Bid and Operational Framework	2
1.1 Statutory Basis and Eligibility.....	2
1.2 Scope of Services	2
1.3 Key Dates and Settlement	3
2. Submission, Evaluation and Award.....	3
2.1 Bidding Procedure and Submission	3
2.2 Evaluation — Quality and Cost Based Selection (QCBS)	3
2.3 Special Conditions	3
3. General and Special Conditions (Standard Procurement Instruments).....	4
3.1 Performance Assurance and Settlement Discipline	4
3.2 Early Warning and Duty to Cooperate.....	4
3.3 Integrity Pact	4
3.4 Rejection of Bids.....	4
3.5 Confidentiality of Evaluation	4
3.6 Data Protection	4
3.7 Language and Correspondence.....	4
3.8 Force Majeure	4
3.9 Grievance Redressal.....	4
3.10 Dispute Resolution	5
ANNEXURE-1 — LETTER OF ELIGIBILITY	6
ANNEXURE-2 — TECHNICAL PROPOSAL	7
ANNEXURE-3 — FINANCIAL PROPOSAL (INCLUSIVE OF ALL TAXES)	9
ANNEXURE-4 — INTEGRITY PACT	10
APPENDIX-1 — SCOPE OF WORK.....	11
1. Introduction, Purpose and Application.....	11
2. Comprehensive Service Package Mandate, Contract Term and Contracting Principles	11
3. Standard Mashaer Services (MoHU-Approved Package C)	12
4. Holy City Accommodation Matrix.....	12
5. End-to-End Transportation Network.....	12
6. Three-Time Daily Catering Infrastructure.....	12
7. Pre-Arrival Readiness, Setup and Data Mobilization.....	13
8. Arrival Protocols and Nusuk Card Governance	14
9. Passport Handling and Digital Identification Governance.....	15
10. Mashaer Movement and Hajj Days Coordination	15
11. Departure Management and Early-Departure Protocols	15
12. Contingency Planning and Continuity Assurance.....	16
13. Personnel, Language and Liaison Frameworks	16
14. Digital Systems and IT-Enabled Pilgrim Facilitation	17
15. Health Supervisor Engagement and Medical Facilitation.....	17
16. Media Supervisor Engagement and Communications	18
17. Vendor Verification, Saudi Agency Liaison and Nusuk Portal Contracting	18
18. Complimentary Free Services and Goodwill Gestures	19
19. Administrative, Regulatory and Financial Obligations	19
APPENDIX-2 — MoHU PACKAGE C QUALITATIVE & QUANTITATIVE SERVICES (CQ&QS).....	20

INSTRUCTIONS TO BIDDERS (LEGAL AND OPERATIONAL FRAMEWORK)

1. Invitation to Bid and Operational Framework

1.1 Statutory Basis and Eligibility

- 1.1.1** This Request for Proposal (RFP) is issued following public advertisement, dated 17th July 2026 in KSA based newspapers, of the procurement opportunity under Rules 12 and 13 of the Public Procurement Regulatory Authority Rules, 2004 (PPRA Rules 2004), Government of Pakistan, and is open to all eligible Service Provider Companies (SPCs) licensed by the Saudi Ministry of Hajj and Umrah (MoHU) to serve external pilgrims. OPAP shall follow the bidding procedure prescribed under Rule 36(b) of the PPRA Rules 2004 for eligible bidders.
- 1.1.2 Eligibility.** To be eligible to participate in the bidding process, a bidder must furnish documentary proof of having served not fewer than 25,000 Pakistani pilgrims and not fewer than 90,000 total external pilgrims in any one of the four preceding Hajj seasons. The Eligibility Letter at **Annexure-1**, with proofs annexed, is the instrument of this declaration. A bidder reporting figures below either floor is ineligible, and its Technical Proposal and Financial Proposal shall be returned unopened.
- 1.1.3 Foundational principles.** This procurement shall be conducted under Rule 4 of the PPRA Rules 2004 — transparency, fairness, open and economical competition, and value for money — adapted, to the extent expressly permitted, to the binding MoHU Taleemat and the operational timelines of the Kingdom of Saudi Arabia.

1.2 Scope of Services

- 1.2.1 Comprehensive Service Package.** Section four of MoHU's Preliminary Arrangements Document for Hajj 2027 (the "PAD," also referred to as the Saudi Taleemat) requires all Hajj Affairs offices and Hajj tour operators to contract for a Comprehensive Service Package (CSP). The CSP must include essential services at the Holy Sites, accommodation in Makkah and Madinah, catering on at least a half-board basis in both cities, and transportation services.
- 1.2.2 Scope of Work (SoW).** OPAP requires the selected SPC to perform, in addition to the CSP, certain further obligations as set out in complete Scope of Work at **Appendix-1**.
- 1.2.3 Pricing.** Each bidder shall quote a per-pilgrim price exclusively for MoHU's Package C at **Appendix-2**, separately for Hajj 2027, Hajj 2028 and Hajj 2029. The selection of the SPC shall be based on the rate quoted for MoHU Package C under this Clause, together with the bidder's compliance with OPAP's requirements at **Appendix-1**, and any goodwill gestures offered, each evaluated under the Technical Proposal in accordance with Clause 2.2. The rates for accommodation, transportation and catering submitted under Clause 1.2.4 shall not form part of this evaluation.
- 1.2.4 Accommodation, Transportation and Catering Rates.** In addition to the Category C rate required under Clause 1.2.3, each bidder shall submit, as part of its Financial Proposal at Annexure-3, per-pilgrim rates for Makkah accommodation, Madinah accommodation, transportation, and catering for Hajj 2027, Hajj 2028, and Hajj 2029, prepared strictly in accordance with **Appendix-1**. **These rates shall not form part of the financial score and shall not affect the ranking of bidders under Clause 2.2**, which shall continue to be based solely on the MoHU Package C rate. The OPAP Procurement Committee shall review these quoted rates for reasonableness and for their impact on the overall cost of Hajj to pilgrims. Where any rate is found to be unsuitable, unreasonable, or likely to increase the cost of Hajj to pilgrims, OPAP reserves the right to procure the relevant service through a separate RFP, in order to safeguard pilgrims' interests, irrespective of the rate quoted by the selected SPC.
- 1.2.5 Optional Services.** MoHU also mandates the engagement of a Health Supervisor and a Media Supervisor for Hajj Missions to oversee all health- and media-related matters. While OPAP may procure these services separately, market practice is for SPCs to engage such supervisors to fulfil their own contractual obligations. For the sake of coordination, consistency and operational alignment, OPAP prefers that the same Health and Media Supervisors serve both the SPC and OPAP. Accordingly, the selected SPC is given the option to provide these services to OPAP through its already-contracted supervisors, should it choose to do so.
- 1.2.6 Triennial horizon.** The selected SPC may be granted a three-year mandate for Hajj 2027–2029 / 1448–1450 AH to enable multi-year Mashaer camp development, camp-retention continuity, and cost stability. This mandate shall remain subject to an exit clause, exercisable after each Hajj season in which the SPC's performance is assessed as unsatisfactory. The Contract shall further remain contingent upon satisfactory performance, continued eligibility of the SPC, applicable law, the Annual Hajj Policy, and all relevant Saudi regulations, including the Saudi Taleemat.
- 1.2.7 Obligatory adjustments.** The successful SPC acknowledges that Hajj operations evolve annually in response to regulatory changes, operational requirements, and binding Saudi Taleemat. OPAP may

accordingly issue Annual Operational Requirements consistent with the Annual Hajj Policy, applicable Saudi regulations, and the Contract. Where new or revised instructions are issued by MoHU, any resulting adjustments to the Scope of Work or contractual obligations may be incorporated into the Contract to the extent expressly required by such Taleemat, without constituting a contractual variation unless they materially alter the agreed services or financial obligations.

- 1.2.8 Annual performance review.** The annual performance review shall be conducted by the Joint Performance Review Committee (JPRC)—comprising three members nominated by each side and chaired by the Director General, OPAP—on the basis of pilgrims’ feedback and OPAP’s post-Hajj evaluation.

1.3 Key Dates and Settlement

- 1.3.1** The key dates—advertisement, pre-bid meeting, submission deadline, technical opening, financial opening, and award—has been specified in the Bidding Schedule, in the beginning of this RFP.
- 1.3.2** All contractual obligations, together with the corresponding payment and settlement schedule, shall be governed and executed through the Nusuk Masar platform, in accordance with the Saudi Taleemat. Assurance of performance shall be ensured through the Taleemat-mandated Nusuk Masar settlement discipline, rather than through any Mission-administered retention mechanism. This arrangement does not, however, limit the Mission’s right to enforce contractual performance through the remedies, performance standards, notices, penalties, performance security, and other contractual enforcement mechanisms provided under this RFP and the resulting Contract.

2. Submission, Evaluation and Award

2.1 Bidding Procedure and Submission

- 2.1.1 Single-stage, two-envelope procedure.** Each bidder shall submit one outer sealed envelope containing: (i) the Eligibility Letter (**Annexure-1**) with proofs; (ii) a separately sealed inner envelope marked “Technical Proposal” (**Annexure-2**); and (iii) a separately sealed inner envelope marked “Financial Proposal” (**Annexure-3**). **Initial evaluation shall address eligibility and the Technical Proposal only.** Financial Proposal envelopes of ineligible or technically non-responsive bidders shall be returned unopened.
- 2.1.2 Cross-referencing rule.** Every claim, commitment and capability asserted in the **Technical Proposal must be indexed** at the beginning of the proposal and must carry an exact cross-reference to supporting evidence, cited by page number in a “Reference Page No.” column. An unreferenced claim shall score zero on the relevant criterion.

2.2 Evaluation — Quality and Cost Based Selection (QCBS)

- 2.2.1 Technical scoring.** The Technical Proposal and Financial Proposal shall be evaluated on a QCBS basis in the ratio 70:30, under **Rule 2(1)(h)(ii) of the PPRA Rules 2004**. The Technical Proposal shall be scored out of 100 marks. **A bidder failing to secure a minimum Technical Score of 70 out of 100 shall be declared technically non-responsive**, and its Financial Proposal envelope shall be returned unopened.
- 2.2.2 Financial scoring.** The lowest compliant, technically qualified financial bid (F_{min}) receives 100 points. Every other compliant bid scores $F = (F_{min} \div F_{bid}) \times 100$, weighted 30 percent in the combined score. The final combined score is $S = (0.70 \times T) + (0.30 \times F)$, out of 100.
- 2.2.3 Illustration.** If bidders A, B and C score 80, 75 and 90 respectively in the technical evaluation, all qualify, since each meets the 70-mark minimum. If their financial bids are 3,100, 3,000 and 2,900 per pilgrim respectively, C is the lowest bidder and receives $F = 100$; A scores $(2,900 \div 3,100) \times 100 \approx 93.55$, and B scores $(2,900 \div 3,000) \times 100 \approx 96.67$. Applying $S = (0.70 \times T) + (0.30 \times F)$ gives $A \approx 84.06$, $B \approx 81.50$ and $C \approx 93.00$ — illustrating how QCBS balances technical strength with price while still favoring the lowest compliant bid.

2.3 Special Conditions

- 2.3.1 Single-SPC mandate.** The comprehensive package shall be routed through a single SPC, as required by MoHU. The SPC may not sublet or assign the core mandate to traditional Muallimeen. Muallimeen shall be employees or authorized personnel of the SPC, under its command and duly stationed at its office.
- 2.3.2 Financial comparison basis.** In accordance with Clause 1.2.3, the Financial Proposal at **Annexure-3** shall price the **MoHU Package C per-pilgrim rate** for each of Hajj 2027, 2028 and 2029, together with the per-pilgrim rates for Makkah accommodation, Madinah accommodation, transportation and catering required under Clause 1.2.4, and optional Health and Media Supervisor rates. **The total evaluated per-pilgrim price used for financial comparison and scoring under Clause 2.2 shall, however, be the MoHU Package C price alone, for each of Hajj 2027, 2028 and 2029, and shall form the basis of OPAP’s**

decision. The accommodation, transportation and catering rates so disclosed shall be reviewed separately in accordance with Clause 1.2.4 and shall not affect the financial score.

2.3.3 Award under Rule 38. The Contract shall be awarded to the eligible, technically qualified bidder achieving the highest combined score, representing the most advantageous bid.

3. General and Special Conditions (Standard Procurement Instruments)

3.1 Performance Assurance and Settlement Discipline

3.1.1 Assurance of performance is provided by the Taleemat-mandated Nusuk Masar settlement discipline, under which payments track verified service delivery. No separate performance bond or milestone-retention mechanism is required unless later mandated by MoHU or directed by OPAP in writing. This clause is without prejudice to the annual performance review and exit mechanism at Clause 2.6 of the Scope of Work (**Appendix-1**), and to any contractual remedies available to OPAP.

3.1.2 Bidders shall disclose any actual, potential or perceived conflict of interest that may affect their ability to perform the Contract impartially. Failure to disclose a material conflict of interest may result in disqualification or termination of the Contract.

3.2 Early Warning and Duty to Cooperate

3.2.1 Early Warning. Each Party shall promptly notify the other upon becoming aware of any matter likely to:

- a) adversely affect the timely delivery of Hajj services;
- b) impact the safety, welfare or convenience of Hujjaj;
- c) delay implementation of any operational requirement;
- d) affect compliance with applicable Saudi regulations, including the Saudi Taleemat;
- e) materially increase operational costs; or
- f) otherwise prejudice successful performance of the Contract.

3.2.2 Duty to Cooperate. Upon receipt of an Early Warning Notice, the Parties shall cooperate in good faith to identify appropriate measures for avoiding, minimizing or mitigating the impact of the identified issue. Neither Party shall unreasonably withhold cooperation where timely intervention may prevent operational disruption.

3.3 Integrity Pact

3.3.1 In accordance with Rule 7 of the PPRA Rules 2004, each bidder shall sign and submit an Integrity Pact declaring that it has not obtained, and shall not obtain, the procurement or any contract arising from it through corrupt or fraudulent practices. Breach of the Integrity Pact shall render the bid or the Contract voidable at OPAP's option, without prejudice to other legal remedies.

3.4 Rejection of Bids

3.4.1 Under Rule 33 of the PPRA Rules 2004, OPAP may reject all bids at any time prior to acceptance, without incurring liability to bidders solely by virtue of that rejection, and shall communicate the grounds for rejection to any bidder that requests them.

3.5 Confidentiality of Evaluation

3.5.1 Under Rule 41 of the PPRA Rules 2004, all information relating to the examination, clarification and evaluation of bids shall be kept confidential until the announcement of the evaluation report.

3.6 Data Protection

3.6.1 The successful SPC shall ensure the confidentiality, integrity and security of all personal information relating to pilgrims, and shall comply with all applicable data protection requirements.

3.7 Language and Correspondence

3.7.1 Under Rule 6 of the PPRA Rules 2004, this RFP and all bid documentation are issued in English. Bidders may respond in English. Where an Arabic-language document is submitted in support of a claim (for example, a MoHU license or Nusuk record), the bidder shall also submit an English translation, with the Arabic original retained as the document of record in case of dispute.

3.8 Force Majeure

3.8.1 Neither Party shall be liable for delay or failure to perform caused by events beyond its reasonable control, including natural disaster, war, civil disturbance, or a binding MoHU/Saudi governmental directive that alters Mashaer capacity, movement timing, camp allocation, or any other SPC obligation during the Hajj season. The affected Party shall notify the other without delay, and both Parties shall cooperate to mitigate impact on pilgrims.

3.9 Grievance Redressal

3.9.1 Complaints concerning the procurement process shall be addressed through the Grievance Redressal Committee constituted by OPAP, following the procedure prescribed under Rule 48 of the PPRA Rules 2004, ***subject to the Saudi Taleemat and the timelines stated in the Bidding Schedule***. A bidder may lodge a written grievance within the period specified in the Bidding Schedule, and the Grievance Redressal Committee shall decide it and communicate its decision within that period.

3.10 Dispute Resolution

3.10.1 Once the Contract comes into force, operational and regulatory issues shall first be escalated through the SPC and the applicable MoHU/Nusuk mechanisms. For any other dispute, the Parties shall first attempt resolution through good-faith consultation between OPAP and the SPC's senior management as soon as the situation warrants, through a written notice; failing resolution, the matter shall be escalated to MoHU where it concerns a regulatory or Taleemat-governed matter.

ANNEXURE-1 — LETTER OF ELIGIBILITY

This Annexure consists solely of the bidder's Letter of Eligibility. The bidder shall submit the following letter on the SPC's official letterhead, signed by its Chief Executive Officer, as the outermost document of the bid. Bracketed fields are to be completed by the bidder. Documentary proofs must be annexed and indexed.

[SPC Letterhead]

Ref: _____ Date: _____

To: The Director General (Hajj), Office of Pilgrims Affairs Pakistan (OPAP), Consulate General of Pakistan, Jeddah, Kingdom of Saudi Arabia

Subject: Submission of Proposal and Declaration of Eligibility — RFP No. H27/RFP/SPC for the Comprehensive Hajj Services Package, Hajj 2027 / 1448H (Triennial 2027–2029)

Respected Sir,

On behalf of [SPC legal name] (“the Company”), a Service Provider Company duly licensed by the Saudi Ministry of Hajj and Umrah to serve external pilgrims, I, [CEO name], Chief Executive Officer, submit the Company's proposal in response to the above-referenced RFP. The Company has read and understood the RFP in full and submits this proposal unconditionally.

Declaration of Eligibility. The Company declares, with documentary proof annexed, that it satisfies the eligibility gate of the RFP, namely:

- a) **MoHU licensing:** it holds a valid and subsisting MoHU licence to serve external pilgrims [licence no. ____, valid to ____] (Proof: **Annex A1**);
- b) **KSA approvals and standing:** it holds the requisite Kingdom approvals and is in good compliance standing with MoHU, with no debarment or material default (Proof: **Annex A2**);
- c) **Quota / capacity:** it holds confirmed Nusuk Masar capacity sufficient for the Pakistan cohort of approximately 110,000 pilgrims (Proof: **Annex A3**);
- d) **Pakistani pilgrims served:** it served not fewer than 25,000 Pakistani pilgrims in [season ____] (Proof: **Annex A4**); and
- e) **Total external pilgrims served:** it served not fewer than 90,000 total external pilgrims in [the same season ____], being one of the four preceding Hajj seasons (Proof: **Annex A5**).
- f) **Integrity Pact.** Declaration (Proof: **Annex 6**)

Note: the season's figures and proofs declared at (d) and (e) shall also be used, on a graduated basis and without separate submission, for technical scoring under Annexure-2, Criterion 1(a)–(b).

Acceptance of Scope of Work. The Company has examined the Scope of Work at **Appendix-1**, MoHU Package C at **Appendix-2**, the OPAP's requirements, the SPC's obligations, the comprehensive-package commitments, free services, and the three-year term with annual performance review and exit clause and unconditionally undertakes to deliver and comply with it in full. The Company accepts that its Financial Proposal shall price the MoHU Package C per-pilgrim rate in accordance with Clause 1.2.3, and shall additionally disclose per-pilgrim rates for Makkah accommodation, Madinah accommodation, transportation and catering in accordance with Clause 1.2.4; that these additional rates do not form part of the financial score or the basis of selection; and that OPAP may, where the OPAP Procurement Committee finds any such rate unsuitable, unreasonable or likely to increase the cost of Hajj to pilgrims, procure the service concerned through a separate RFP.

Submission of Sealed Envelopes. The Company submits one outer sealed envelope containing two separately sealed inner envelopes — “Technical Proposal” (**Annexure-2**) and “Financial Proposal” (**Annexure-3**) — together with this letter and annexed proofs, strictly in accordance with the single-stage, two-envelope procedure under Rule 36(b).

The Company confirms that the information furnished is true and correct and that it accepts the QCBS evaluation and all terms of the RFP.

Yours faithfully,

[CEO Name], Chief Executive Officer | [SPC Legal Name] | [Company Seal]

Enclosures: Annex A1 to Annex A6; sealed Technical Proposal (Annexure-2); sealed Financial Proposal (Annexure-3).

ANNEXURE-2 — TECHNICAL PROPOSAL

This Annexure sets as a guide to SPC to prepare their case comprehensively supported by each documentary proof. The Technical proposal shall be in the following Sections and subsections with index in the beginning and concerned proof properly paged and references in the index of the Proposal. Technical Proposal shall be scored out of 100 marks, as per the following Evaluation Matrix:

Criterion	Specific Measurable Indicators & Scoring Breakdown	Max. Score	Page
Criterion 1 — Experience & Past Performance		50	
1(a) Highest External Pilgrims Served in any one of the last 4 hajj seasons	1) >120,000 pilgrims = 25 pts 2) 100,000–120,000 = 20 pts 3) 90,000–100,000 = 15 pts 4) <90,000 = 00 pts	25	
1(b) Highest Pakistani Pilgrims Served in any one of the last 4 hajj seasons	1) >50,000 pilgrims = 15 pts 2) 30,000–50,000 = 10 pts 3) 25,000–30,000 = 05 pts 4) <25,000 = 00 pts	15	
1(c) MoHU Ranking / Awards in last 4 hajj seasons (Mention year and type of recognition)	1) Top ranking = 05 pts 2) MoHU award = 05 pts	10	
Criterion 2 —Mashaer Management & Operational Capacity		25	
2(a) Mashaer Management Strategy (1 mark for each of the documented items)	1) Camp layout plan 2) Space allocation methodology 3) Bed numbering/labeling system 4) Joint bed counting methodology 5) Pilgrim entry/exit management 6) Hajj movement/tafweej plan 7) Movement of sick pilgrims' plan 8) Overcrowding contingency plan 9) OPAP Offices establishment plan 10) Welfare Staff accommodation plan	10	
2(b) Service Delivery Plan (2 marks for each of the documented items)	1) Transportation movement schedule 2) Meal distribution schedule 3) Crisis/emergency response protocol 4) Complaint management mechanism 5) Pilgrim comfort enhancement measures	10	
2(c) Coordination Plan with OPAP & Saudi Agencies (1 mark for each of the documented items)	1) Organizational chart 2) Dedicated focal persons/team 3) 24/7 control room/contact details 4) Coordination SOP with OPAP 5) Coordination SOP with Saudi agencies	5	
Criterion 3 — Technical & Managerial Capacity		20	
3(a) Experience of Key Personnel (Managers including head of accommodation, food, transport and Hospitality Centers, and Muallimeen), supported by experience certificates:	1) ≥10 years = 10 pts 2) 7–9.9 years = 8 pts 3) 5–6.9 years = 6 pts 4) 3–4.9 years = 4 pts 5) <3 years = 2 pts <i>If fewer than 10 personnel are proposed, the average experience shall be calculated on the submitted personnel only.</i>	10	
3(b) Logistical Infrastructure & IT Systems (1 mark for each of the documented facilities/systems)	1) Vehicle fleet 2) GPS vehicle tracking 3) Pilgrim database management system 4) Helpdesk system 5) Mobile application	10	

Criterion	Specific Measurable Indicators & Scoring Breakdown	Max. Score	Page
	6) Real-time operational dashboard 7) Barcode/QR tracking system 8) Control room/Command Centre 9) Luggage Management system 10) Electronic reporting system		
Criterion 4 — Comprehensive Package management Strategy		5	
4(a) Accommodation, Transportation, and Catering (1 mark for each area of service)	1) Accommodation contracting strategy, including compliance with Makkah districts and Madinah Markaziyah requirements at Appendix-1 2) Transportation contracting strategy, including the proposed intercity and Mashaer fleet 3) Catering contracting strategy, including the catering plan required at Appendix-1	3	
4(b) Health and Media Supervisor Engagement (0.5 mark for each)	1) Health Supervisor 2) Media Supervisor	1	
4(c) Goodwill and Value-added services (At least three documented value-added services beyond mandatory requirements) Some examples are provided:	1) Give aways 2) Hand sanitizers 3) Ziyaraat 4) Mini-umbrellas 5) Ihram belt or pouch 6) Shoe bags 7) Reusable water bottle	1	
Total		100	

ANNEXURE-3 — FINANCIAL PROPOSAL (INCLUSIVE OF ALL TAXES)

This Annexure contains the standardized Financial Proposal format to be used by all bidders. The Financial Proposal shall be submitted in a separate sealed envelope and priced in Saudi Riyals (SAR) **inclusive of all taxes**. It prices the MoHU Package C, accommodation, transport, catering, the Health and Media Supervisor engagements required under of the Scope of Work (**Appendix-1**), and any committed complimentary services that the bidder prices.

Three-Year Price Schedule

Service Head	2027 / 1448H (SAR/pilgrim)	2028 / 1449H (SAR/pilgrim)	2029 / 1450H (SAR/pilgrim)
MoHU Package C per pilgrim			

Optional Offers (Inclusive of all taxes)

Service Head	2027 / 1448H (SAR/pilgrim)	2028 / 1449H (SAR/pilgrim)	2029 / 1450H (SAR/pilgrim)
Health Supervisor engagement			
Media Supervisor engagement			

Accommodation

Service Head (Fill in SAR per pilgrim in each box)	Un-Starred	1-Star	2-Star	3-Star	4-Star	5-Star
Makkah Accommodation						
Azzizia						
Batha Quresh						
Ree Bux						
Jarwal						
Nuzha						
Markazia Madinah Accommodation						

Transportation

Service Head	2027 / 1448H (SAR/pilgrim)	2028 / 1449H (SAR/pilgrim)	2029 / 1450H (SAR/pilgrim)
Intercity			
Landing in Jeddah			
Landing in Madinah			
Mashair (Rad)			
Salwat			

Catering

Service Head	2027 / 1448H (SAR/pilgrim)	2028 / 1449H (SAR/pilgrim)	2029 / 1450H (SAR/pilgrim)
3 Meals a day			

Declaration of Scope Compliance

The Company understands that the decision of OPAP will be based on the quoted MoHU Package C price per pilgrim, in accordance with Clause 1.2.3 of Instructions to bidders. The rates quoted above for accommodation, transportation and catering do not form part of the basis of selection. The Health and Media Supervisor engagements may or may be negotiated by OPAP with the SPC.

The SPC further declares that it shall meet in full all of OPAP's requirements set out at Appendix-1

Signed for and on behalf of [SPC Legal Name]: _____ (CEO) | [Seal] | Date: _____

ANNEXURE-4 — INTEGRITY PACT

This Integrity Pact is prescribed under Rule 7 of the Public Procurement Rules, 2004, and is submitted in accordance with Clause 3.3 of Instructions to bidders. The bidder shall reproduce the following declaration on its official letterhead, duly signed by its Chief Executive Officer and affixed with the Company seal, as **Annex A6 to the Letter of Eligibility (Annexure-1)**.

[SPC Letterhead]

DECLARATION OF FEES, COMMISSIONS AND BROKERAGE ETC. PAYABLE BY THE SUPPLIER OF SERVICES

Contract No.: RFP No. H27/RFP/SPC — Comprehensive Hajj Services Package | Contract Title: Selection of a Service Provider Company (SPC) for the Comprehensive Hajj Services Package, Hajj 2027/1448H — Triennial Cycle 2027–2029 (1448–1450 AH) | Contract Value: [to be inserted upon award]

[SPC Legal Name] (“the Company”) declares that it has not obtained or induced the procurement of this Contract, or any right, interest, privilege or other obligation or benefit from the Government of Pakistan (GoP) or any administrative subdivision or agency thereof or any other entity owned or controlled by GoP, through any corrupt business practice.

Without limiting the generality of the foregoing, the Company represents and warrants that it has not given or agreed to give and shall not give or agree to give to anyone, within or outside Pakistan, either directly or indirectly through any natural or juridical person, including its affiliate, agent, associate, broker, consultant, director, promoter, shareholder, sponsor or subsidiary, any commission, gratification, bribe, finder’s fee or kickback, whether described as a consultation fee or otherwise, with the object of obtaining or inducing the procurement of this Contract, or any right, interest, privilege or other obligation or benefit in whatsoever form from GoP, except that which has been expressly declared pursuant to this Pact.

The Company certifies that it has made and will make full disclosure of all agreements and arrangements with all persons in respect of, or related to, this Contract, and has not taken and will not take any action to circumvent the above declaration, representation or warranty.

The Company accepts full responsibility and strict liability for making any false declaration, for not making full disclosure, for misrepresenting facts, or for taking any action likely to defeat the purpose of this declaration, representation and warranty. It agrees that this Contract, and any right, interest, privilege or other obligation or benefit obtained or procured as aforesaid, shall, without prejudice to any other rights and remedies available to OPAP and GoP under any law, the Contract or any other instrument, be voidable at the option of OPAP.

Notwithstanding any other rights and remedies exercised by OPAP in this regard, the Company agrees to indemnify GoP for any loss or damage incurred by it on account of the Company’s corrupt business practices, and further agrees to pay compensation to GoP in an amount equivalent to ten times the sum of any commission, gratification, bribe, finder’s fee or kickback given by the Company as aforesaid, for the purpose of obtaining or inducing the procurement of this Contract, or any right, interest, privilege or other obligation or benefit in whatsoever form from GoP.

Signed:

[CEO Name], Chief Executive Officer | [SPC Legal Name] | [Company Seal]

Date: _____

Witness 1: _____ (Name, Signature)

Witness 2: _____ (Name, Signature)

APPENDIX-1 — SCOPE OF WORK

1. Introduction, Purpose and Application

- 1.1 Purpose.** This Scope of Work (SoW) defines the complete set of services, standards, obligations and accountabilities that the selected Service Provider Company (SPC) shall be responsible for the Pakistan Government Scheme (PGS) cohort of approximately 110,000 pilgrims during Hajj 1448H (2027) and, subject to Clauses 2.5 and 2.6, during the subsequent seasons of the contract term.
- 1.2 Regulatory Alignment.** All clauses, logistical assignments, pricing structures and timelines set out herein are fully aligned with the updated regulatory directives (Taleemat) of the Saudi Ministry of Hajj and Umrah (MoHU) for Hajj 1448H and with the operational requirements of the Office of Pilgrims Affairs Pakistan (OPAP). For each subsequent season within the contract term, the SoW shall be read in conformity with the Taleemat applicable to that season.
- 1.3 Contractual Status.** This SoW forms an integral part of the Request for Proposals (RFP) and the resulting contract. In the event of any inconsistency between this SoW and the bidder's proposal, this SoW shall prevail unless OPAP expressly agrees otherwise in writing.
- 1.4 Structure.** The SoW is organized in four parts: Part I sets out the general framework, the contract term and contracting principles; Part II defines the core service verticals; Part III sets out the SPC's obligations phase by phase across the pilgrim journey; and Part IV consolidates cross-cutting frameworks — personnel, language and liaison arrangements, digital systems, health and media engagement, contingency protections, vendor and agency liaison, free services and administrative, regulatory and financial obligations.

2. Comprehensive Service Package Mandate, Contract Term and Contracting Principles

- 2.1 Core Verticals.** The Comprehensive Service Package mandates delivery of the core verticals which the SPC shall deliver to OPAP and shall bear full responsibility for supervising and enforcing their performance through delivery.
- 2.2 Single Point of Responsibility.** In compliance with the official Saudi Hajj 2027 Instructions (Taleemat), this contract is executed under a unified Comprehensive Service Package model. The SPC shall act as the single point of contractual responsibility for procuring, managing and executing MoHU's C Package, housing, catering and transportation for the 110,000-pilgrim PGS cohort.
- 2.3 OPAP Preference Primacy.** The SPC shall contract all services in direct consultation with, and strictly according to the explicit preferences of OPAP. Services shall be contracted to ensure best value for money for pilgrims in the prevailing market dynamics.
- 2.4 Demonstrated Contract Administration Capacity.** The SPC must demonstrate concrete capacity to administer, monitor and enforce all downstream contracts, and shall institute: (a) an explicit monitoring mechanism; (b) service-level enforcement arrangements; and (c) joint OPAP inspection and reporting arrangements.
- 2.5 Contract Term.** The contract resulting from this SoW shall be concluded for a term of three (3) years, covering Hajj Seasons 1448H (2027), 1449H (2028) and 1450H (2029). Continuation into each successive season is subject to the annual performance review under Clause 2.6 and to alignment of service parameters with the MoHU Taleemat applicable to that season.
- 2.6 Annual Performance Review and Exit Clause.** The performance of the SPC shall be formally reviewed at the conclusion of each Hajj season by the Joint Performance Review Committee (JPRC), with OPAP having the option to invoke the exit clause subject to unsatisfactory performance, without prejudice to any other contractual remedies, penalties or security enforcement available to OPAP. Any such determination and termination shall be recorded and communicated before the commencement of the preparatory cycle of the next Hajj season.
- 2.7 Early-Warning and Data Protection.** Early-warning notification and the duty to cooperate, and pilgrim data-protection obligations applicable to the SPC's performance of this Scope of Work are set out at Clauses 3.2 and 3.6 of Instructions to bidders (General and Special Conditions) of this RFP, and shall apply in full to the Contract awarded under this RFP.

3. Standard Mashaer Services (MoHU-Approved Package C)

- 3.1 Baseline Standard.** The SPC shall deliver all holy-site services in strict accordance with the Package C protocols mandated and approved by MoHU for the current Hajj cycle, covering Mina, Arafat and Muzdalifah infrastructure, catering, human-resource deployment, and residence and bedding standards (**Appendix-2**).
- 3.2 Qualitative and Quantitative Compliance.** Compliance shall be both qualitative and quantitative: every Package C specification — space per pilgrim, furnishing, catering frequency and content, staffing ratios and amenities — shall be verifiably met or exceeded, and shall be subject to joint OPAP inspection under Clause 2.4.

4. Holy City Accommodation Matrix

- 4.1 Madinah Accommodation.** All Pakistani pilgrims shall be accommodated in Madinah Munawwarah within the Markaziyah (Central Area) zone surrounding the Prophet’s Mosque (Al-Masjid an-Nabawi), in accordance with the Pakistani pilgrims’ flight schedule and whenever Markaziyah accommodation is available against that schedule. Within the Markaziyah zone, the SPC shall offer hotels as a mix of star-rated properties situated to the north, south and west of Al-Masjid an-Nabawi, so as to provide pilgrims a range of proximity and price points while remaining within the central zone.
- 4.2 Makkah Zoning and Clustering Strategy.** To streamline administrative, medical and logistical oversight, OPAP enforces a strict clustering strategy under which groups of approximately 8 to 10 thousand pilgrims are maintained within designated territories. Target sectors include Aziziyah, Batha Quresh, Jarwal, Reya Bakhsh (Ree Bux) and Nuzha, or any other district within Makkah Mukarramah subject to strict availability and budgetary constraints. Building and camp allocation within these clusters shall be executed through the algorithmic allocation tools, so that group integrity and geographical proximity are preserved. Within these districts, the SPC shall offer accommodation through a combination of seasonal buildings, unrated hotels and star-rated hotels, so as to provide a range of options that balances cost, capacity and proximity to Al-Masjid al-Haram.
- 4.3 SPC Local Market Obligations.** As a locally based corporate entity possessing an extensive footprint and substantial experience in the Makkah real-estate market, the SPC shall actively leverage its local vendor networks to secure ideal building clusters conforming to Clause 4.2, under the guidance and approval of OPAP. For every building and hotel offered under this Section, whether in Makkah or Madinah, the SPC shall submit detailed infrastructure and room-facility information, including the number of beds per room, number of floors, air-conditioning systems, lobby areas, dining areas, prayer areas, Wi-Fi availability, and compliance with Saudi civil defence requirements, in the form prescribed by OPAP.

5. End-to-End Transportation Network

- 5.1** The SPC shall procure, structurally verify and logistically synchronize all three mandatory tiers of transit set out below, in coordination with OPAP.
- 5.2 Intercity Transport.** High-capacity transit movements connecting airport arrival terminals, Makkah accommodations and Madinah accommodations, operated using buses of model year 2024 to 2027, fully compliant with Naqaba (Saudi transport regulatory authority) regulations.
- 5.3 Mashaer Transport.** Dedicated holy-site shuttle fleets and train access slots, synchronized with centralized transport schedules and Tafweej-day sequencing, using buses of model year 2024 to 2027, fully compliant with Naqaba regulations.
- 5.4 Salwat Transport.** Continuous shuttle operations running 24/7 between pilgrim housing sectors and the Grand Mosque (Al-Masjid al-Haram) in Makkah.
- 5.5 Drop-Point Optimization Permits.** The SPC shall interface with MoHU to secure official regulatory permits for all designated Salwat drop points around the Haram. Drop points shall be strategically selected and assigned so that pilgrims residing in any specific district of Makkah are routed to, and dropped at, their nearest entry points to the Grand Mosque, minimizing time travelled to drop point and pedestrian transit strain.

6. Three-Time Daily Catering Infrastructure

- 6.1 Residential Catering.** Provision and delivery of three Pakistani meals per day (breakfast, lunch and dinner), prepared in accordance with the Pakistani menu as follows (indicative), directly to pilgrims at their respective hotels and buildings.

Day	Breakfast - إفطار 05:15 - 08:30	Lunch - الغداء 12:00 - 15:00	Dinner - عشاء 20:00 - 23:00
Saturday	Aloo Anda Cornflakes + Halwa Roti/Khubz + Milk Tea	Chicken Sindhi Biryani Daal Mash + Raita + Apple Roti/ Khubz + Laban	Aloo Gosht (Mutton) + Kari Pakora Kheer + Juice Roti/ Khubz + Green Tea
Sunday	Lahori Chana Oatmeal + Bread + Jam + Butter Roti/Khubz + Milk Tea	Chicken Qorma Aloo Palak + Salad + Orange Roti/ Khubz + Juice	Achar Gosht + Chicken Nugget French Fries + Custard + Ketchup Sachet Roti/ Khubz + Milk Tea
Monday	Haleem Halwa + Bread + Jam + Butter Roti/Khubz + Milk Tea	White Rice + Mix Daal Chicken Boti + Mix Salad + Pear Roti/ Khubz + Yogurt	Mutton Qorma + Kusa Sabzi Lahori Fish + Zarda Roti/ Khubz + Green Tea + Juice
Tuesday	Murgh Chana Cornflakes + Boiled Egg Roti/Khubz + Milk Tea	Mutter Shimla Qeema Chicken Curry + Apple Roti/ Khubz + Juice	Chicken Karhai + Anda Kofta Black Olives + Sawaiyan Roti/ Khubz + Milk Tea
Wednesday	Omelette Egg Halwa + Bread + Jam + Butter Roti/Khubz + Milk Tea	Mutton Kabuli Pulao Bhindi Vegetable + Raita Roti/ Khubz + Banana	Beef Nihari + Daal Chana Chicken Kabab + Kheer + Juice Roti/ Khubz + Green Tea
Thursday	Aloo Bhojia + Boiled Egg Oatmeal + Bread + Jam + Butter Roti/Khubz + Milk Tea	Mutton Karhai Kari Pakora + Salad + Orange Roti/ Khubz + Laban	Chicken Achari + Curry Fish Fillet Kashmiri Daal + Sawaiyan Roti/ Khubz + Milk Tea
Friday	Beef Nihari Boiled Eggs + Halwa Roti/Khubz + Milk Tea	Chicken Ruz Bukhari Aloo Palak + Banana Roti/ Khubz + Juice	Mutton Peshawari + Mix Vegetable Daal Mong + Matanjan + Juice + Olives Roti/ Khubz + Green Tea

6.2 Scale Optimization Standard. To safeguard food quality, hygiene and volume stability, OPAP may maintain a strict distribution metric of one caterer per 8 to 10 thousand pilgrims. This benchmark secures substantial economies of scale for contracted culinary providers and prevents compromise on ingredient quality or portion sizes. The SPC shall submit, with its Technical Proposal, a complete catering plan addressing sourcing, kitchen and delivery capacity, hygiene and food-safety compliance, and the proposed Pakistani menu, for OPAP's review and approval.

7. Pre-Arrival Readiness, Setup and Data Mobilization

- 7.1** To mitigate operational risks and capacity gaps, the SPC is bound to the extensive pre-arrival operational workflow set out below, guaranteeing that all structural, digital and legal systems are fully validated and live ahead of the season.
- 7.2 Pre-Arrival Data Integration.** The SPC shall reconcile all pilgrim manifests against Nusuk profiles before arrival and proactively correct data discrepancies to prevent downstream service failures.
- 7.3 Maintenance and Utilization of Data.** The SPC shall be responsible for the proper maintenance of all Hujjaj data available on Nusuk or shared by OPAP, as well as its secure sharing with and appropriate

handling by the field teams of the hospitality centers. This includes ensuring accuracy and timely availability of data for operational needs.

- 7.4 Documented Operational SOPs.** The SPC shall provide detailed, documented Standard Operating Procedures for each operational phase — arrival, Makkah/Madinah stay, Mashaer movement and departure — and shall deliver comprehensive training and orientation support to OPAP-deputed staff ahead of the season.
- 7.5 Official Tasareeh Procurement.** The SPC shall arrange formal Tasareeh (permits) for the OPAP media team to bring electronic gadgets and communications equipment into KSA, together with vehicle and staff entry permits for Makkah and the Mashaer zones.
- 7.6 Mina Field Offices.** The SPC shall establish one dedicated PGS field office in each Mina zone, measuring 4 metres × 8 metres, fully furnished with essential equipment, tables and chairs.
- 7.7 Arafat Medical Triage Camp.** The SPC shall designate, map and fully equip a specific Arafat camp dedicated entirely to sick pilgrims, to serve as a medical holding and triage space.
- 7.8 Ministry Senior Management Protocol.** The SPC shall prepare a special tent, in a Zone proposed by OPAP, for the Ministry's senior management, with upgraded facilities, and shall assign the senior-most Mutawif or hospitality-center in-charge together with additional human resources to ensure command continuity.
- 7.9 Functional Focal Persons.** The SPC shall nominate four to five specialized focal persons each in Makkah Mukarramah and Madinah Munawwarah, dedicated exclusively to Nusuk cards, arrivals, departures and other primary functional areas, to eliminate coordination bottlenecks.
- 7.10 Digital Systems Readiness.** All digital systems, applications, dashboards and complaint-management modules prescribed at Clauses 14.1 to 14.6 (Digital Systems and IT-Enabled Pilgrim Facilitation) shall be fully developed, tested and operational ahead of pilgrim arrivals.
- 7.11 Mina Bed-Space Physical Verification.** Immediately upon taking over the Mina camps from Kidana, the SPC shall physically inspect the spaces and verify that the purchased space can fully accommodate all 110,000 pilgrims and welfare staff. Any detected capacity shortage shall be reported to MoHU immediately for resolution, to eliminate overcrowding risks.
- 7.12 Red-Line Accommodation Accountability.** The SPC shall be solely responsible for accommodating all pilgrims and welfare staff in Mashair. Meeting the absolute individual bed count is a strict red-line requirement for Pakistan.

8. Arrival Protocols and Nusuk Card Governance

- 8.1** The SPC shall manage the arrival phase through the high-efficiency workflows set out below, designed to eliminate pilgrim disorientation and access delays.
- 8.2 Nusuk Card Custody and Sorting.** The Nusuk Card serves as the mandatory identification and checkpoint access pass. The SPC shall coordinate directly with MoHU to take physical custody of all printed cards immediately upon production and shall sort them by flight manifests and housing clusters.
- 8.3 Distribution Timeline.** The SPC shall distribute Nusuk cards either directly in Pakistan or within 12 hours of the pilgrims' arrival, inside their respective residential buildings.
- 8.4 Nusuk Desks and Support.** The SPC shall deploy adequate Nusuk teams and establish 24/7 Nusuk coordination desks at the PGS field offices in Makkah and Madinah to handle chip malfunctions and digital profile mismatches.
- 8.5 Daily Status Reporting.** The SPC shall submit daily, building-wise statistics showing Nusuk cards successfully distributed against total pilgrims arrived, to maintain absolute transparency.
- 8.6 Loss and Replacement Tracking.** The SPC shall maintain a fast-track lost-card report and replacement mechanism with MoHU to prevent checkpoint exclusions.
- 8.7 Reception and Welcome Services.** The SPC shall manage the entire airport-to-accommodation reception, settlement assistance and arrival orientation, fully synchronized with the accommodation and transport providers.
- 8.8 Lectures and Awareness Programme.** Beyond the basic Package C baseline of lectures, the SPC shall provide an enhanced, multilingual pre-arrival orientation and lecture series covering Manasik (rituals), health safety and field awareness.
- 8.9 Command and Welfare Transit.** The SPC shall arrange and ensure the swift movement of the Ministry's senior management and welfare staff between cities and within the Mashaer through the contracted transport provider, coordinating all logistics for timely execution.

9. Passport Handling and Digital Identification Governance

- 9.1** To comply with border-control mandates and interior-ministry regulations, the SPC is assigned the legally binding parameters set out below for passport custody, tracking and digital verification, if it decides that passports be handled by the SPC.
- 9.2 Port-of-Entry Custody Integration.** The SPC shall establish real-time operational coordination with Maktab al-Wukala (Unified Agents Office) or any other ground handling services companies at all international Hajj terminals to oversee arrival processing and verify passport batches against flight manifests.
- 9.3 Document Handling Protocols.** The SPC shall operate a strict, documented protocol for the collection, safekeeping, tracking and timely return of all travel documents, including a clear loss-and-replacement procedure.
- 9.4 24/7 Dedicated Legal Liaison.** The SPC shall nominate 24/7 focal persons stationed at the OPAP offices in Makkah and Madinah to directly coordinate lost passports, Emergency Travel Documents (ETDs), police-station formalities, MoHU requirements and special emergency flight arrangements.
- 9.5 Digital Visitor ID Onboarding.** In alignment with Saudi directives authorizing physical-passport exemptions through digital visitor IDs, the SPC's building-level IT support teams (see Clauses 14.1 to 14.6) shall onboard all pilgrims onto the appropriate digital platforms (such as Absher or unified ministry portals) so that valid digital credentials remain active on personal devices.
- 9.6 Secure Institutional Archiving.** For any phase in which physical passports must remain in institutional custody, the SPC shall operate a high-security, climate-controlled and fireproof central document vault within its main operational offices. Passports shall be digitally logged using a barcode tracking system for instantaneous location retrieval.
- 9.7 Pre-Departure Document Matching.** Prior to final terminal transfers, the SPC shall systematically audit all physical and digital passport records against final exit flight schedules to ensure zero discrepancies when documents are returned to group leaders.

10. Mashaer Movement and Hajj Days Coordination

- 10.1** The SPC holds absolute operational accountability for synchronizing movements across the sacred sites, as set out below, to mitigate crowd-congestion and heat-stress risks.
- 10.2 Tarheel and Tafweej Planning.** The SPC shall, in coordination with MoHU and in consultation with OPAP, prepare a comprehensive Tarheel and Tafweej plan designed to cause minimal inconvenience to pilgrims.
- 10.3 Mashaer Core Timeline Compliance.** The SPC shall enforce strict adherence to the mandated movement schedule in the Mashaer region from the evening of 7th Dhul Hijjah until 13th Dhul Hijjah 1448H.
- 10.4 Bus and Movement Coordination.** The SPC shall schedule and synchronize Salwat, intercity and Mashaer transit movements with transport providers, executing precise Tafweej-day sequencing and real-time GPS fleet tracking via Naqaba Sayarat.
- 10.5 Group Formations and In-Camp Guidance.** The SPC shall structure formal Maktab and group formations, coordinate with group leaders (Nazims — one assigned to every 144 pilgrims), and operate strict roll-call and headcount verification at each movement stage to prevent lost or unaccounted pilgrims.
- 10.6 Sick and Special-Needs Pilgrim Management.** The SPC shall coordinate immediate medical evacuations with mission medical staff and Saudi Ministry of Health (MoH) facilities, establishing direct ambulance liaison and dedicated handling for stretcher cases to safely manage heat exhaustion and medical emergencies.
- 10.7 Enhanced Wheelchair Assistance Fleet.** SPC shall provide a dedicated wheelchair-assistance fleet with assigned attendants stationed throughout the sacred sites, expanding service delivery well beyond the mandatory 2% special-needs provision of Package C. This mandatory minimum may be further augmented, at no additional cost, by the complimentary wheelchair provision at Clause 18.4.
- 10.8 Emergency and Crisis Protocols.** The SPC shall operate immediate notification procedures to OPAP for death cases, VIP visits and field emergencies, ensuring seamless coordination with the competent Saudi authorities.

11. Departure Management and Early-Departure Protocols

- 11.1 Departure Matrix.** The SPC shall manage scheduled departures, early departures, hospital-retained cases rejoining later flights, and Furada pilgrim movements in close and continuous consultation with the OPAP offices in Makkah and Madinah.
- 11.2 Early-Departure Regulatory Clearance.** Upon receiving an early-departure directive from OPAP arising from a medical or humanitarian crisis, the SPC shall instantly interface with MoHU and the General

Directorate of Passports (Jawazat) to process electronic exit clearances and adjust statuses on the Nusuk Masar platform, preventing border overstay flags.

- 11.3 Emergency Flight and Luggage Reconciliation.** The SPC’s transport coordinators shall immediately re-route the early-departing pilgrim’s transit via Naqaba Sayarat. Simultaneously, field staff shall locate and extract the pilgrim’s colour-coded baggage from the relevant building cluster, executing an accelerated check-out and manifest update so that luggage accompanies the pilgrim on the revised flight.
- 11.4 Pre-Departure Alignment.** Departure operations shall be executed in full alignment with the passport-matching audit at Clause 9.7 and the baggage-handling coordination at Clause 17.6.
- 11.5 Hajj without Luggage.** The SPC shall implement, in letter and spirit, MoHU’s Hajj bila Haqeeba (Hajj without Luggage) programme in such a manner that all pilgrims depart from Saudi Arabia along with their luggage on board.
- 11.6 Departure List Preparation and Distribution.** The SPC shall arrange and maintain pilgrims’ passports flight-wise and hotel/building-wise and shall prepare comprehensive flight-wise and hotel/building-wise departure lists — including pilgrim names, passport numbers, hotel/building details, flight numbers, and departure dates and times — at least 48 hours prior to each scheduled movement of pilgrims between Makkah, Madinah and the respective airports as per requirement of city check-in regime. The SPC shall provide copies of the finalized lists to the Hajj Mission/OPAP office immediately upon preparation and shall display them at the respective hotels/buildings at least 48 hours before the scheduled departure, so that pilgrims may verify their travel arrangements and report any discrepancy in time for correction.
- 11.7 Accuracy and Remedies.** The SPC shall ensure the accuracy and completeness of all departure lists and passport arrangements and shall rectify any identified discrepancy immediately in coordination with the Hajj Mission. Failure to prepare, display or provide the departure lists within the prescribed timelines, or any resulting disruption to departure operations, shall constitute a breach of this Scope of Work and shall attract the contractual remedies available to OPAP under the Contract.

12. Contingency Planning and Continuity Assurance

- 12.1 Earmarked Pakistan Mission Space.** The SPC shall dedicate and physically isolate exactly 1% of the total square footage within each allocated Mina and Arafat camp exclusively for Pakistan Mission members, welfare personnel and medical support staff, protecting this zone from general pilgrim entry.
- 12.2 Accommodation Contingency.** The SPC shall arrange immediate alternative accommodation in a designated reserve camp if a bed shortage occurs in the primary Mina camps.
- 12.3 Catering Contingency.** The SPC shall maintain an adequate backup food reserve for every meal cycle during the Mashaer period, with the logistical capability to deliver it inside the camp promptly.
- 12.4 Unrestricted Field Access.** The SPC shall provide completely unrestricted access for PGS/OPAP officials to all PGS pilgrim camps in the Mashaer and to operational Service Centers in Makkah, enabling transparency and collaborative oversight.
- 12.5 Scalable Capacity Protections.** In the event of an increase in the pilgrim quota beyond the planned 110,000, the SPC shall extend all contracted services to the additional participants at the exact same rates, terms and conditions, without cost escalation.

13. Personnel, Language and Liaison Frameworks

- 13.1** The SPC shall maintain the structured human-resource, language and communication matrix set out below to govern daily field operations and immediate conflict resolution.
- 13.2 Urdu-Arabic Language Mandate.** As far as possible, the SPC shall ensure the availability of Urdu- and Arabic-speaking staff at all executive, administrative and operational levels of its organization, so that communication and coordination with OPAP, with pilgrims and with the Saudi authorities remain smooth and unimpeded at every tier of service delivery.
- 13.3 Building-Level HR and Dual-Language Model.** In application of Clause 13.2, the SPC shall deploy a structured human-resource model for each pilgrim building and each hospitality centre, including bilingual staff fluent in Urdu and Arabic, to ensure real-time troubleshooting and on-site operational support during operational or utility disruptions, including elevator malfunctions.
- 13.4 Multilingual Service Centers.** All Service Centers shall additionally be staffed with personnel proficient in English and other relevant languages to ensure smooth service delivery and efficient grievance redressal for PGS pilgrims.
- 13.5 Hospitality-Center Specialized Coordinators.** The SPC shall nominate dedicated coordinators for each Hospitality Center (corresponding to the specific camps in Mina) across key functional sectors, including Accommodation Coordinators, Transportation and Drop-Point Coordinators, and Catering Coordinators.

- 13.6 Service-Specific Managers.** The SPC shall assign specialized functional managers to oversee key operational areas, including Housing (Makkah and Madinah), Mashaer (Mina and Arafat), Transportation, and Service Centers.
- 13.7 Resident Coordinators at OPAP Office.** Throughout the Hajj season, the SPC shall permanently station five (5) dedicated coordinators within the OPAP office — one each for accommodation, transportation, catering, Mashaer and medical matters — for the immediate resolution of issues arising in their respective domains. These resident coordinators shall be fully empowered to take decisions on behalf of the SPC within their functional areas and shall serve as the standing interface between OPAP and the SPC’s functional managers under Clause 13.6.
- 13.8 24/7 Liaison Operations.** In addition to the resident coordinators at Clause 13.7, the SPC shall deploy dedicated liaison officials round-the-clock at the PGS central office across three continuous shifts for immediate, real-time resolution of field issues and logistical bottlenecks.
- 13.9 Personnel Replacement Authority.** The SPC shall honor the right of PGS/OPAP leadership to demand the immediate replacement of any Service Center Head, coordinator or functional manager on grounds of non-performance, non-cooperation, or failure to meet service standards.

14. Digital Systems and IT-Enabled Pilgrim Facilitation

- 14.1 IT-First Service Principle.** The SPC shall make extensive use of information-technology applications to assist pilgrims in navigating every challenge of the Hajj journey with minimal human interaction. Digital self-service tools shall constitute the first line of pilgrim facilitation, with human staff deployed as the escalation and support layer.
- 14.2 Navigation and Wayfinding Maps.** The SPC shall develop and deploy digital maps to navigate pilgrims between their accommodations, camps, Salwat drop points, the Haramain and the Mashaer sites, with content available in Urdu and integrated with the clustering strategy at Clause 4.2.
- 14.3 WhatsApp Coordination Groups.** The SPC shall create and administer structured WhatsApp groups — organized by group, building and sector — for continuous coordination among pilgrims, group leaders (Nazims), SPC field staff and OPAP, including the dissemination of schedules, Tafweej timings and safety advisories.
- 14.4 Real-Time Dashboards and Pilgrim Tracking.** The SPC shall provide an advanced pilgrim-tracking system and real-time reporting dashboards accessible directly to OPAP, presenting live information on arrivals, accommodation occupancy, movements, catering delivery and complaint status, to mitigate missing-pilgrim incidents and lost luggage.
- 14.5 Accommodation and Camp Allocation Algorithms.** The SPC shall develop allocation algorithms for buildings in Makkah and Madinah and for camps in the Mashaer that allocate pilgrims in a manner preserving group integrity and the geographical proximity of pilgrims originating from the same groups, flights and districts, in conformity with the clustering strategy at Clause 4.2.
- 14.6 Automated Complaint and Grievance Management.** The SPC shall operate an automated complaint-management module and a robust complaint-intake channel with defined response-time standards, clear escalation paths to OPAP, and comprehensive closure reporting. The module shall be established and live ahead of the season in accordance with Clause 7.10.

15. Health Supervisor Engagement and Medical Facilitation

- 15.1 Health Supervisor Engagement.** The SPC shall assist OPAP, and contract on its behalf, for health supervisory services covering OPAP’s main health facilities in the holy cities and the referral of patients in accordance with Saudi health guidelines. The Health Supervisor acts as the mandatory operational and legal bridge between the external Hajj mission’s medical infrastructure and the Saudi Ministry of Health (MoH), with the primary objective of safeguarding healthcare standards and compliance. The engagement shall cover, at minimum, the functions set out at Clauses 15.2 to 15.7.
- 15.2 Licensing and Credentialing Support.** Management of the entire legal pipeline required to register, certify and secure temporary practicing licenses from the Saudi Commission for Health Specialties (SCFHS) for all foreign doctors, nurses and paramedics brought by the mission.
- 15.3 Regulatory Liaison and Emergency Updates.** Interpretation and distribution of official MoH operational manuals and compliance guidelines to the mission’s staff, including the legally binding relay of emergency directives, health circulars and crisis alerts to the mission within 24 hours of local publication.
- 15.4 Platform Integration and Data Entry.** Assignment of licensed personnel to log daily clinical statistics, syndromic surveillance data and mandatory health self-assessments directly into official Saudi electronic health platforms for real-time tracking.

- 15.5 Clinic Auditing and Supervision.** Deployment of MoH-licensed supervising physicians to conduct routine field audits of the mission’s seasonal clinics and dispensaries, verifying medication protocols, cold-chain storage safety and general facility hygiene.
- 15.6 Emergency and Hospital Referral Coordination.** Mapping of emergency evacuation protocols, management of ambulance deployment alongside the Saudi Red Crescent, and coordination of the official transfer of critically ill pilgrims from temporary mission clinics to specialized Saudi government hospitals.
- 15.7 Bio-Medical Waste Management.** Establishment of protocols, and contracting with authorized local environmental services, for the safe and legally compliant disposal of hazardous medical and sharp waste.

16. Media Supervisor Engagement and Communications

- 16.1 Media Company Engagement.** The SPC shall assist OPAP in contracting with a Saudi Media Company, in line with the Saudi Taleemat, to address OPAP’s media and communication needs. Contracting a local, licensed Media Company ensures that all external public relations, pilgrim communications and press management remain unified, structured and compliant with the regulations of the Saudi Ministry of Media. The engagement shall cover, at minimum, the functions set out at Clauses 16.2 to 16.7.
- 16.2 Unified Welcome Identity Alignment.** Ensuring that all digital content, physical signage, brochures and media materials conform to the “Unified Welcome Identity for Pilgrims” overseen by the Unified Media Operations Center for Hajj.
- 16.3 Targeted Safety and Awareness Campaigns.** Production and dissemination of hyper-localized awareness content on public safety — including heatstroke prevention, hydration reminders, crowd-control instructions and warnings against illegal or unauthorized Hajj campaigns — across the mission’s apps, SMS streams and camp screens, in coordination with the digital channels established under Clauses 14.2 and 14.3.
- 16.4 Misinformation and Rumor Control.** Active monitoring of regional digital spaces during the high-stakes days of Hajj to identify, verify and counter fake news, logistical misinformation and unverified safety scares before they cause panic among the mission’s pilgrims.
- 16.5 Official Media Hub Liaison.** Acting as the administrative liaison to register the mission’s journalists, secure official press credentials, and manage logistical access to the Ministry of Media’s official Hajj Media Hub and technical studios.
- 16.6 Operational and Schedule Dissemination.** Coordination of the swift broadcast of vital operational changes — including exact Tafweej (coordinated crowd movement) slots, Jamarat throwing windows and transport schedules — translated accurately into the native languages of the pilgrims.
- 16.7 Logistical and Spiritual Storytelling.** Oversight of field coverage and high-quality digital documentation of the pilgrimage, capturing positive human-interest stories that highlight both the spiritual journey of the pilgrims and compliance with organizing frameworks.

17. Vendor Verification, Saudi Agency Liaison and Nusuk Portal Contracting

- 17.1 Central Integrator Role.** The SPC operates as the central integrator for all external vendors and institutional Saudi agencies, ensuring deep technological integration and operational verification across all tracks on the unified platform.
- 17.2 Saudi Agency Liaison.** The SPC shall coordinate directly with all relevant institutional Saudi agencies to ensure seamless service execution for PGS pilgrims, aligning closely with Kidana for camp development, Zamazema for holy-water supply, concerned agencies for airport handling, Naqaba Sayarat for bus-fleet tracking, the Baldia/Municipality, Civil Defense, the Saudi Ministry of Health, and concerned offices for all field logistics.
- 17.3 Adahi Authority Coordination.** The SPC shall coordinate all institutional and electronic aspects of the ritual animal sacrifices with the official Adahi project authorities, managing distinct operational tracks to honor the specific Shariah preferences, timing constraints and execution requirements of both Sunni and Shia pilgrims.
- 17.4 Vendor Pre-Audits.** The SPC shall conduct mandatory capability, readiness and compliance verifications for all third-party housing, catering and transport providers, thoroughly checking government licenses, health regulations, vehicle safety records and operational clearances before contracts are finalized.
- 17.5 Nusuk Portal and Contracts.** The SPC shall facilitate and execute housing and transportation contracts via the official Nusuk portal at the approved rates finalized by PGS/OPAP, handling all technical tracking on the portal so that contracts match the required capacities and digital permits are generated without error. This portal-contracting function operates alongside the Nusuk Card custody and distribution obligations at Section 8 and the digital dashboards at Section 14.

17.6 Baggage Handling. The SPC shall coordinate with Maktab al-Wukala or any other ground handling services companies and the designated baggage transport agency to manage the loading, unloading, tracking and secure handling of PGS pilgrim luggage at accommodations, eliminating lost-baggage incidents.

17.7 Delivery of Left-over Luggage. The SPC shall be solely responsible for the transportation of left-over luggage between cities and the shipment of all left-over luggage, irrespective of the circumstances under which such luggage was left behind or fault attribution.

18. Complimentary Free Services and Goodwill Gestures

18.1 Principle. Beyond the standard priced package, the SPC may offer the following complimentary free services across all Hajj stages to enhance pilgrim satisfaction and comfort. Each item shall be delivered at no cost to OPAP or the pilgrims.

18.2 Welcome Kits / Gifts. Provision of comprehensive welcome kits or gifts to pilgrims, executed according to a structured distribution plan.

18.3 Additional Orientation / Training. Delivery of additional awareness, training or orientation sessions for pilgrims and staff beyond those costed under the standard operational segments.

18.4 Wheelchair / Mobility Fleet. Provision of wheelchair and mobility-assistance assets and dedicated personnel well beyond mandatory ratios and standard commitments, in addition to the mandatory fleet at Clause 10.7.

18.5 Connectivity Upgrade. Supply of SIM cards, high-speed Wi-Fi access, or connectivity enhancements exceeding the Package C minimum bandwidth specifications.

18.6 CCTV / Monitoring-Feed Access. Provision of real-time CCTV or camp-monitoring feed access routed directly to an OPAP control room or to designated monitoring officers, to maximize oversight.

18.7 Additional Medical / First-Aid Support. Deployment of additional medical/first-aid staffing or equipment assets beyond the Package C and standard operational requirements, and beyond the Health Supervisor engagement at Section 15.

18.8 Other Value-Added Free Services. Any other value-added free service offered by the bidder, accompanied by a formal written confirmation of absolute cost-neutrality.

19. Administrative, Regulatory and Financial Obligations

19.1 Mashaer Vehicle Tasreeh Mandate. The SPC holds sole institutional responsibility for processing and obtaining sufficient vehicle entry permits (Tasreeh) from MoHU and the security authorities, ensuring that all contracted operational fleets, logistics vehicles and support transport have authorized entry into the Mashaer zones during the restricted Hajj days.

19.2 OPAP Staff Entry Permits. The SPC shall interface with the competent Saudi authorities to process and secure formal Makkah and Mashaer entry/mobility permits for all deployed OPAP staff and field officers, guaranteeing their lawful movement and access for monitoring and administrative purposes.

19.3 Portal Payments. The SPC shall accept all contractual disbursements and financial updates exclusively through the official e-Haj / Nusuk Masar portal, maintaining absolute compliance with Saudi financial regulations.

19.4 No Subcontracting. The SPC shall execute the contract entirely as a single corporate entity. No Joint Ventures (JV), pass-through entities, or subcontracts shall be permitted, ensuring direct, unfragmented accountability for all services rendered to the PGS.

APPENDIX-2 — MoHU PACKAGE C QUALITATIVE & QUANTITATIVE SERVICES (CQ&QS)

The table below sets out, holy site by holy site, every mandatory and non-mandatory CQ&QS item, its qualitative description and the quantitative criterion (where prescribed) against which SPC delivery shall be verified under joint OPAP inspection pursuant to Clause 3.2 of Appendix-1. Items marked “Mandatory” are red-line compliance requirements; items marked “Non-Mandatory” are baseline entitlements subject to availability and shall be delivered wherever practicable; items marked “Not Applicable” denote services excluded from this holy site.

ID	Holy Site	Service Classification	Item	Qualitative Description	Service Description	Applicability	Quantitative Criteria
1	Mina	Camp Facilities	Codes and Requirements	Execute works and preparations according to approved codes and requirements	Guides for Holy Sites facilities, Civil Defense requirements, architectural identity code, and all approved regulatory and technical instructions, with proof of conformity and approval to be submitted upon request	Mandatory	No specific quantity stated.
2	Mina			Execute electrical works, extensions, and connections according to approved technical guides and requirements	Execute all electrical works, extensions, connections, distribution boards, lighting, and power supply in accordance with the requirements of Kidana Development Company, Civil Defense requirements, and approved technical codes, using approved materials conforming to technical specifications	Mandatory	No specific quantity stated.
3	Mina			Execute external fences according to the approved code	Execute external fences according to the approved code with a complete architectural fence and lighting according to the approved identity	Mandatory	No specific quantity stated.
4	Mina		Nusuk Readers	Install electronic readers	Install the Nusuk card reader system and connect it to the electrical infrastructure, network systems, and technical cabling inside the camps, while considering maintenance requirements, electrical protection, and cable routes	Mandatory	No specific quantity stated.
5	Mina		Architectural Identity	Install a main gate with unified identity according to the approved code, with a width of not less than 4 m	Architectural gate compatible with the approved identity	Mandatory	Main gate width ≥4 m.
6	Mina		Persons with Disabilities	Provide an access ramp for persons with disabilities with anti-slip	Provide an access ramp for persons with disabilities with anti-slip flooring and a safe slope; width 140 cm with galvanized-steel handrails	Mandatory	Accessibility ramp width 140 cm; galvanized-steel handrails.

				flooring and a safe slope.			
7	Mina		Directional Signage	A sign showing the company name and service-center number, adding the Guests of Allah Care and Services Center number 920002814, at the main entrance gate of the camp	A sign showing the company name and service-center number, adding the Guests of Allah Care and Services Center number 920002814, at the main entrance gate of the camp; illuminated LED sign according to the identity approved by Kidana	Mandatory	Sign must display service-center number 920002814; illuminated LED sign required.
8	Mina		Electricity and Lighting	Provide lighting covering the entire entrance	Provide integrated lighting for the main entrance using high-efficiency LED units with color temperature (3000K), achieving an illumination level of not less than (150) lux according to Lux Meter measurements, with uniform light distribution to ensure entrance visibility, safe movement, and reduction of dark areas and glare.	Mandatory	3000K LED; ≥150 lux.
9	Mina	Security Services	Security	Install surveillance cameras	Provide at least: (1) camera at the main gate of the site + (1) camera for each main and branch corridor + (1) camera in each camp kitchen. Camera specifications: color imaging with resolution not less than Full HD 1080p on an analog system, at least IP66 rated, with recording devices capable of (1) live viewing at least 25 FPS, (2) recording, and (3) playback without performance impact or delay + implement a smart surveillance system covering all entrances, corridors, and movement points, connected to the central control room and linked to AI and analytics systems	Mandatory	1 camera at main gate; 1 camera per main/branch corridor; 1 camera per kitchen; Full HD 1080p; IP66; live view ≥25 FPS.
10	Mina		Fans	Install misting fans at the entrance	Supply and install cooling mist fans in corridors using evaporative-cooling technology at a height of 2.20 m	Mandatory	Misting fans: height 2.20 m.
11	Mina	Camp Facilities	Ramps	Install anti-slip flooring	Ramps: install anti-slip flooring - rough tile classification R11	Mandatory	Anti-slip flooring classification R11.
12	Mina		Corridors	Install floor covering for corridors	Artificial grass with thickness of 20 mm, compliant with Civil Defense instructions	Mandatory	Artificial grass thickness 20 mm.

13	Mina	Inside-Tent Facilities		Shading above corridors.	Shade main corridors by 80% using waterproof and heat-resistant fiber rolls / or add alternative materials approved by Civil Defense such as PVC	Mandatory	Shade main corridors by 80%.
14	Mina			Determine the direction for discharging external air-conditioning exhaust air	Direct air-conditioning units and hot-air outlets away from the corridors	Non-Mandatory	No specific quantity stated.
15	Mina			Install misting fans in corridors	Supply and install cooling mist fans in corridors using evaporative-cooling technology at a height of 2.20 m, with 3 m spacing between each fan	Mandatory	Misting fans: height 2.20 m; spacing 3 m.
16	Mina		Electricity and Lighting	Provide safe lighting in corridors.	Provide corridor lighting using high-efficiency LED units with color temperature (3000K), distributed uniformly at distances not exceeding (4) meters between lighting points, achieving an illumination level of not less than (150) lux according to Lux Meter measurements, ensuring clear visibility, safe movement, and visual comfort for pilgrims, while reducing dark areas and glare.	Mandatory	3000K LED; spacing ≤4 m; ≥150 lux.
17	Mina		Electricity and Lighting	Determine specifications for service sockets for refrigerators and counters in corridors	Service-socket specifications for refrigerators and counters in corridors - protected socket every 7 m.	Mandatory	Protected service socket every 7 m.
18	Mina		Shoe Racks	Provide dedicated storage solutions for pilgrims' shoes	Install shoe-storage racks integrated within partitions so that the racks do not protrude	Mandatory	No specific quantity stated.
19	Mina	Camp Facilities	Cleanliness	Provide waste bins	Provide (1) waste bin with capacity (50) liters at each tent/room entrance. Provide (2) waste bins with capacity (50) liters for each main corridor inside the camp. Provide (1) waste bin with capacity (10) liters for each 16 m ² inside the tent/room and toilets, with a minimum of (1) 10-liter waste bin for each tent/room and toilet.	Mandatory	Waste bins: 50 L at each tent/room entrance; 2×50 L per main corridor; 10 L per 16 m ² inside tents/toilets.
20	Mina		Safety	Install emergency gates	Install emergency doors (Panic Bar Doors) that open only from inside according to safety requirements	Non-Mandatory	No specific quantity stated.
21	Mina			Mark emergency exits with	Complete evacuation system with illuminated phosphorescent signs and panels	Mandatory	No specific quantity stated.

				clear phosphorescent signs			
22	Mina		Architectural Identity	Standardize directional signage symbols.	Use internationally approved universal symbols, with the option to add the pilgrim's language without compromising the unified identity.	Mandatory	No specific quantity stated.
23	Mina		Electricity and Appliances	Provide upright refrigerators for water and cold drinks	Provide an upright display refrigerator with glass door for every maximum 40 pilgrims, capacity not less than (1400 liters), and operating cooling temperature from 2° to 5° C	Non-Mandatory	1 display fridge/40 pilgrims; capacity ≥1400 L; temp 2°–5°C.
24	Mina	Inside-Tent Facilities	Housing Unit Preparation	Specify the type of cement and gypsum boards used in the internal tent partitions.	Execute the internal tent partitions using cement board and gypsum boards, with the outer face made of cement board and the inner face made of gypsum, achieving high resistance to moisture and fire. Specify the type of cement and gypsum boards used in the internal tent partitions, with cement and gypsum board thickness not less than (10 mm). Treat gypsum in external partitions so that the composition includes an inner and outer face with internal insulation. Also specify the metal-section frame, thickness, and fixing distances with thickness (0.60 mm) and maximum stud spacing not exceeding (60 cm). Specify insulation inside the partitions to achieve the best thermal and acoustic insulation using rock wool of thickness (50 mm) and density not less than (40 kg/m³). Treat cement and gypsum board joints using fiber tape and two coats of putty with sanding, and protect all external corners and entrances by installing galvanized Corner Beads.	Mandatory	gypsum/cement board ≥10 mm; steel profile ≥0.60 mm; stud spacing ≤60 cm; insulation 50 mm; density ≥40 kg/m³.
25	Mina			Standardize visual identity.	Design according to the approved identity code	Mandatory	No specific quantity stated.
26	Mina		Air-Conditioning and Ventilation	Install exhaust fans and air curtains	Install exhaust fans and air curtains	Non-Mandatory	No specific quantity stated.
27	Mina			Provide mosquito traps in tents	Provide mosquito traps at the rate of (1) mosquito trap for tents with an area of (200 m²) or less, and (2) mosquito traps for tents with an area greater than (200 m²)	Mandatory	Mosquito traps: 1 per tent ≤200 m²; 2 per tent >200 m².
28	Mina		Housing Unit Preparation	Provide a door for the tent and housing unit	Aluminum door measuring not less than 100 cm wide x 200 cm high, with section thickness not less than 2 mm, resistant to weather and heat, with sliding, roll, folding, flexible systems, or any similar advanced operating	Mandatory	Door size ≥100 cm wide x 200 cm high; section thickness ≥2 mm.

					system, including heavy-duty tracks and accessories and smooth, safe movement		
29	Mina	Housing and Furnishing	Sleeping Facilities		Provide a pillow measuring not less than 50 x 40 cm, and a bed cover designed suitably for the Holy Sites, and a light blanket, using soft materials while maintaining cleanliness and packaging.	Mandatory	Pillow $\geq 50 \times 40$ cm; cover/blanket included.
30	Mina				Provide a sofa bed measuring not less than 50 x 175 cm, thickness not less than 20 cm net for each pilgrim, with one side cushion and compression/density not less than 40 as a minimum, provided that it includes built-in storage within the pilgrim's own space, with corridor space between sofa beds after furnishing of 30 cm.	Mandatory	Sofa bed $\geq 50 \times 175$ cm; thickness ≥ 20 cm; density ≥ 40 ; storage included.
31	Mina			Provide carpet inside tents	Provide carpet for the full tent area with thickness not less than 13 mm, resistant to bacteria and moisture	Mandatory	Flooring thickness ≥ 13 mm; bacteria/moisture resistant.
32	Mina			Link the sofa bed to the accommodation plan.	Number each sofa bed.	Non-Mandatory	No specific quantity stated.
33	Mina		Electricity and Lighting	Determine specifications and number of electrical sockets for pilgrims.	The number of sockets shall not be less than 70% of the number of pilgrims; 220V + USB socket with shelf for each socket	Mandatory	Sockets $\geq 70\%$ of pilgrim count; 220V + USB with shelf.
34	Mina			Provide lighting inside tents	Provide an internal camp lighting system using high-efficiency LED units with color temperature (3000K), distributed uniformly at distances not exceeding (4) meters between lighting points or achieving an illumination level not less than (150) lux according to Lux Meter measurements, ensuring clear visibility and visual comfort for pilgrims and reducing dark areas and glare.	Mandatory	3000K LED; spacing ≤ 4 m; ≥ 150 lux.
35	Mina	Air-Conditioning Systems		Install an air-conditioning system	Independent Split AC for each 32 m ² , or Ducted Split, VRF, or any equivalent system with cooling capacity not less than 450 BTU per 1 m ²	Mandatory	Air-conditioning: 1 unit per 32 m ² or equivalent; cooling ≥ 450 BTU per 1 m ² .
36	Mina	Air-Conditioning and Ventilation		Prevent leakage of AC water inside the tent.	Independent concealed drainage for each unit.	Mandatory	No specific quantity stated.

37	Mina		Housing and Furnishing	Provide a bag containing supplies for use at the Holy Sites	Provide a backpack containing the pilgrim's essential supplies, including: water bottle, face masks, pebble bag, supplication book, and dry tissues, with the possibility of adding additional developmental, smart, or operational supplies that enhance the pilgrim experience	Non-Mandatory	No specific quantity stated.
38	Mina		Housing Unit Preparation	Provide Wi-Fi network for guests	Wi-Fi network covering the entire camp with speed not less than 10 Mbps per active user, with an organized user login mechanism	Non-Mandatory	WiFi speed ≥ 10 Mbps per active user; organized login mechanism.
39	Mina		Housing and Furnishing	Allocate places for operating staff	Allocate accommodation not less than 2% of capacity	Mandatory	Capacity allocation $\geq 2\%$.
40	Mina		Administrative Office	Implement a camp management and operations office	Provide and equip a customer-service office to serve (4000) pilgrims in each camp, with area not exceeding 16 m ²	Mandatory	Customer-service office: serves 4000 pilgrims; area ≤ 16 m ² .
41	Mina		Screens	Install display screens inside tents or halls	At least (1) display screen (television) with size not less than 65 inches	Mandatory	At least 1 display screen/TV ≥ 65 inches.
42	Mina		Audio Systems	Install sound system inside tents or halls	One speaker for every 100 m ³	Mandatory	Fire extinguisher every 100 m ³ .
43	Mina	Cleaning and Toilet Services	Sanitary Facilities	Determine number of toilets according to pilgrim density.	0 toilets for every 50 pilgrims.	Non-Mandatory	0 toilets per 50 pilgrims.
44	Mina			Determine number of washbasins.	0 washbasins for every 100 pilgrims.	Non-Mandatory	0 washbasins per 100 pilgrims.
45	Mina			Allocate a percentage of sanitary fixtures as urinals.	Allocate 30% of the total toilets in the complex	Non-Mandatory	Arabic toilets $\geq 30\%$ of total toilet complex.
46	Mina			Determine flooring slip resistance.	Rough ceramic R10	Non-Mandatory	Rough ceramic flooring classification R10.
47	Mina	Hospitality and	Kitchens and Cold Storage	Toilet ventilation system.	Central exhaust + backup fans.	Non-Mandatory	No specific quantity stated.
48	Mina			Determine kitchen architecture	At least (1) kitchen for each camp.	Mandatory	At least 1 kitchen per camp.

49	Mina	Catering Services	Serving	Provide dining halls	-	Not Applicable	No specific quantity stated.
50	Mina	Medical Services	Medical Clinics	Determine medical clinic architecture	Provide (2) patient stretchers, (2) medical beds, (1) administrative desk with chair, (2) wheelchairs, (1) refrigerator, at least one PVC tent (16 m ²), metal shelves, carpet, and the room must be air-conditioned.	Mandatory	Service room: desk/chair; 2 wheelchairs; 1 refrigerator; PVC tent ≥16 m ² ; shelves/carpet/A.C.
51	Mina	Pilgrim Supplies	Pilgrim Supplies	Sun Umbrella	Number (1) sun umbrella made of polyester fabric for each pilgrim, to be provided upon arrival in Mina or earlier. Backup umbrellas must be continuously available and provided to pilgrims if they lose the umbrellas supplied to them.	Mandatory	1 polyester sun umbrella per pilgrim; backup umbrellas continuously available.
52	Mina	Inside-Tent Facilities	Prayer Area	Allocate prayer area	Number (1) prayer area with area not less than (25) m ² for every 1000 pilgrims	Mandatory	1 prayer area ≥25 m ² per 1,000 pilgrims.
53	Mina	Hospitality and Catering Services	Hospitality and Catering Services	Ready / dry breakfast meal	• Number (1) breakfast meal for each pilgrim daily, containing (1) main item, (1) side item, (1) type of fruit, and (1) type of beverage, with commitment to serving meals on time without delay	Mandatory	Per pilgrim daily: 1 main; 1 side; 1 fruit; 1 beverage.
54	Mina			Hot dinner meal	Number (1) dinner meal for each pilgrim daily, containing (1) main item, (1) appetizer item, (1) type of fruit, (1) dessert item, and (1) type of beverage, with commitment to serving meals on time without delay	Mandatory	Per pilgrim daily: 1 main; 1 appetizer; 1 fruit; 1 dessert; 1 beverage.
55	Mina			Hot lunch meal	Number (1) lunch meal for each pilgrim daily, containing (1) appetizer item, (1) main item, (1) type of fruit, (1) dessert item, and (1) type of beverage, with commitment to serving meals on time without delay	Mandatory	Per pilgrim daily: 1 main; 1 appetizer; 1 fruit; 1 dessert; 1 beverage.
56	Mina			Cold and hot drinks	Provide cold potable water around the clock for each pilgrim daily, and provide tea and coffee three times per pilgrim per day. Coffee or tea may be replaced with another hot drink according to the pilgrims' representative's preference.	Mandatory	No specific quantity stated.
57	Mina			Ice-Cream Freezer	Number (1) ice-cream freezer with capacity not less than (800) liters for every (850) pilgrims or fewer	Non-Mandatory	Water cooler/refrigerator or capacity ≥800 L per 850 pilgrims or fewer.
58	Mina			Water Heaters for Hot Drinks	Number (1) hot-water heater with capacity not less than (50) liters for at least every (75) pilgrims	Mandatory	Water capacity ≥50 L for at

							least every 75 pilgrims.
59	Mina			Hospitality Serving Supervisor	-	Not Applicable	No specific quantity stated.
60	Mina			Hospitality Servers	-	Not Applicable	No specific quantity stated.
61	Mina			Light meals (snacks)	Number (3) snack meals for each pilgrim daily, provided that each snack includes at least one fruit item, one sweet item, and one processed-food item, with commitment to serving meals on time without delay	Mandatory	3 snack meals per pilgrim daily; each includes ≥1 fruit, ≥1 sweet, and ≥1 processed-food item.
62	Mina			Repair technical faults related to plumbing	Number (1) full-time plumber for each camp	Mandatory	1 full-time plumber for each camp
63	Mina	Maintenance Services	Maintenance Services	Repair technical faults related to air-conditioning	Number (1) full-time air-conditioning technician for each camp	Mandatory	1 full-time air-conditioning technician for each camp
64	Mina			Repair technical faults related to lighting, electricity, and appliances	Number (1) full-time electrician for each camp	Mandatory	1 full-time electrician for each camp
65	Mina	Security Services	Security Guards	Security Guards	Provide the following around the clock: (1) security guard at the main gates of camps with no more than (1000) pilgrims; (2) security guards at the main gates of camps with pilgrim numbers between (1001-3500); (3) security guards for camps with pilgrim numbers between (3501-7500); (4) security guards for camps with more than (7500) pilgrims; and (1) general security supervisor for each field service center.	Mandatory	Security 24/7: 1 guard ≤1,000 pilgrims; 2 guards 1,001–3,500; 3 guards 3,501–7,500; 4 guards >7,500; 1 supervisor/FSC.
66	Mina	Medical Services	Doctors and Nurses	Doctors and Nurses	Provide (1) doctor and (2) nurses present inside the camp around the clock for every 500 pilgrims or fewer	Non-Mandatory	Medical staffing 24/7: 1 doctor + 2 nurses per 500 pilgrims or fewer.
67	Mina	Pilgrim Services	Translator	Translator	Number (1) translator in the language of the camp pilgrims / or English or French, for every (1500) pilgrims	Non-Mandatory	1 translator per 1,500 pilgrims.
68	Mina		Pilgrim Services	Transport and Grouping Supervisor	Provide (1) transport and grouping supervisor for each camp around the clock, who guides and assists pilgrims	Mandatory	1 transport/groupi

					regarding transport and grouping matters by communicating with the responsible transport and grouping authorities		ng supervisor per camp; 24/7.
69	Mina			Employees / workers within the work team	Provide (1) customer-service employee for every (850) pilgrims or fewer around the clock, distinguished by a uniform, with the possibility of increasing the number when needed and if the available number is insufficient	Mandatory	1 customer-service employee/850 pilgrims; 24/7.
70	Mina			Golf Carts	Number (1) golf cart for every (500) pilgrims or fewer	Non-Mandatory	1 golf cart per 500 pilgrims or fewer.
71	Mina			Provide a qualified person for religious guidance	Number (1) religious guide for every (1000) pilgrims or fewer	Non-Mandatory	Staff/service ratio: 1 per 1000 pilgrims or fewer.
72	Mina			Employees / workers within the work team	Number (1) service employee for every (350) pilgrims or fewer around the clock, with the possibility of increasing the number when needed and if the available number is insufficient	Mandatory	1 service employee/350 pilgrims; 24/7.
73	Mina	Cleaning and Toilet Services	Sanitary Facilities	Provide soap and tissues in toilets	Continuously provide soap and tissues in toilets	Mandatory	No specific quantity stated.
74	Mina	Pilgrim Services	Cleaning Services	Cleaning workers for tents and main corridors	Provide (1) cleaning worker for every 100 pilgrims around the clock, whose duties include at a minimum:• Carrying out (1) general cleaning cycle every (6) hours• In addition, carrying out (1) cleaning cycle after each main meal	Mandatory	1 cleaning worker/100 pilgrims; 24/7.
75	Mina	Cleaning and Toilet Services	Sanitary Facilities	Toilet cleaning	Provide (4) cleaning workers for each toilet complex around the clock, with deep cleaning of all toilets every two hours, quick cleaning when needed, and provision of required cleaning tools.	Mandatory	4 cleaning workers/toilet complex; 24/7; deep cleaning every 2 hours.
76	Mina	Pilgrim Supplies	Pilgrim Supplies	Water flask for keeping water cold	Provide (1) water flask with capacity 700 ml or more, made of BPA-Free plastic, to keep cold water for each pilgrim.Backup water flasks must be continuously available and provided to pilgrims if they lose the flasks supplied to them.	Mandatory	1 water flask per pilgrim; capacity ≥700 ml; BPA-free.
77	Mina			Prayer Mat	Number (1) prayer mat for each pilgrim.Backup prayer mats must be continuously available and provided to pilgrims if they lose the prayer mats supplied to them.	Non-Mandatory	1 prayer mat /pilgrim.

78	Mina	Inside-Tent Facilities	Cotton Pillowcase	Sleeping Facilities	Number (1) new, packaged white cotton pillowcase for each pilgrim, sized appropriately for the pillow	Mandatory	1 new, packaged white cotton pillowcase /pilgrim, sized appropriately for the pillow
79	Arafat	Camp Facilities	Corridors	Shading above corridors.	Shade main corridors by 50% using waterproof and heat-resistant fiber rolls / or add alternative materials approved by Civil Defense such as PVC	Mandatory	Shade main corridors by 50%.
80	Arafat		Electricity and Appliances	Provide upright refrigerators for water and cold drinks	Provide an upright display refrigerator with glass door for every maximum 50 pilgrims, capacity not less than (1400 liters), and operating cooling temperature from 2° to 5° C	Non-Mandatory	1 display fridge/50 pilgrims; capacity ≥1400 L; temp 2°–5°C.
81	Arafat		Air-Conditioning and Ventilation	Install exhaust fans and air curtains	Install exhaust fans and air curtains	Non-Mandatory	No specific quantity stated.
82	Arafat		Housing Unit Preparation	Provide a door for the tent and housing unit	Aluminum door measuring not less than 100 cm wide x 200 cm high, with section thickness not less than 2 mm, resistant to weather and heat, with sliding, roll, folding, flexible systems, or any similar advanced operating system, including heavy-duty tracks and accessories and smooth, safe movement	Mandatory	Door size ≥100 cm wide × 200 cm high; section thickness ≥2 mm.
83	Arafat	Inside-Tent Facilities	Electricity and Lighting	Determine specifications and number of electrical sockets for pilgrims.	The number of sockets shall not be less than 70% of the number of pilgrims; 220V + USB socket with shelf for each socket	Mandatory	Sockets ≥70% of pilgrim count; 220V + USB with shelf.
84	Arafat			Provide lighting inside tents	Provide an internal camp lighting system using high-efficiency LED units with color temperature (3000K), distributed uniformly at distances not exceeding (4) meters between lighting points or achieving an illumination level not less than (150) lux according to Lux Meter measurements, ensuring clear visibility and visual comfort for pilgrims and reducing dark areas and glare.	Mandatory	3000K LED; spacing ≤4 m; ≥150 lux.
85	Arafat		Air-Conditioning and Ventilation	Specify the type of cooling or ventilation system inside the tent.	Package AC or floor-standing split Freon unit - cooling capacity not less than 450 BTU per 1 m ²	Mandatory	Cooling capacity ≥450 BTU per 1 m ² .
86	Arafat		Prayer Area	Allocate prayer area	Number (1) prayer area with area not less than (25) m ² for every 1000 pilgrims	Mandatory	1 prayer area ≥25 m ² per 1,000 pilgrims.

87	Arafat			Execute works and preparations according to approved codes and requirements	Guides for Holy Sites facilities, Civil Defense requirements, architectural identity code, and all approved regulatory and technical instructions, with proof of conformity and approval to be submitted upon request	Mandatory	No specific quantity stated.
88	Arafat		Codes and Requirements	Execute electrical works, extensions, and connections according to approved technical guides and requirements	Execute all electrical works, extensions, connections, distribution boards, lighting, and power supply in accordance with the requirements of Kidana Development Company, Civil Defense requirements, and approved technical codes, using approved materials conforming to technical specifications	Mandatory	No specific quantity stated.
89	Arafat		Architectural Identity	Execute external fences according to the approved code	Execute external fences according to the approved code with a complete architectural fence and lighting according to the approved identity	Mandatory	No specific quantity stated.
90	Arafat	Camp Facilities	Nusuk Readers	Install electronic readers	Install the Nusuk card reader system and connect it to the electrical infrastructure, network systems, and technical cabling inside the camps, while considering maintenance requirements, electrical protection, and cable routes	Mandatory	No specific quantity stated.
91	Arafat		Architectural Identity	Install a main gate with unified identity according to the approved code, with a width of not less than 4 m	Architectural gate compatible with the approved identity	Mandatory	Main gate width ≥4 m.
92	Arafat		Persons with Disabilities	Provide an access ramp for persons with disabilities with anti-slip flooring and a safe slope.	Provide an access ramp for persons with disabilities with anti-slip flooring and a safe slope; width 140 cm with galvanized-steel handrails	Mandatory	Accessibility ramp width 140 cm; galvanized-steel handrails.
93	Arafat		Directional Signage	A sign showing the company name and service-center number, adding the Guests of Allah Care	A sign showing the company name and service-center number, adding the Guests of Allah Care and Services Center number 920002814, at the main entrance gate of the camp; illuminated LED sign according to the identity approved by Kidana	Mandatory	Sign must display service-center number 920002814; illuminated LED sign required.

				and Services Center number 920002814, at the main entrance gate of the camp			
94	Arafat		Electricity and Lighting	Provide lighting covering the entire entrance	Provide integrated lighting for the main entrance using high-efficiency LED units with color temperature (3000K), achieving an illumination level of not less than (150) lux according to Lux Meter measurements, with uniform light distribution to ensure entrance visibility, safe movement, and reduction of dark areas and glare.	Mandatory	3000K LED; ≥150 lux.
95	Arafat	Security Services	Security	Install surveillance cameras	Provide at least: (1) camera at the main gate of the site + (1) camera for each main and branch corridor + (1) camera in each camp kitchen. Camera specifications: color imaging with resolution not less than Full HD 1080p on an analog system, at least IP66 rated, with recording devices capable of (1) live viewing at least 25 FPS, (2) recording, and (3) playback without performance impact or delay + implement a smart surveillance system covering all entrances, corridors, and movement points, connected to the central control room and linked to AI and analytics systems	Mandatory	1 camera at main gate; 1 camera per main/branch corridor; 1 camera per kitchen; Full HD 1080p; IP66; live view ≥25 FPS.
96	Arafat		Fans	Install misting fans at the entrance	Supply and install cooling mist fans in corridors using evaporative-cooling technology at a height of 2.20 m	Mandatory	Misting fans: height 2.20 m.
97	Arafat		Ramps	Install anti-slip flooring	Ramps / install anti-slip flooring - rough tile classification R11	Mandatory	Anti-slip flooring classification R11.
98	Arafat	Camp Facilities		Install floor covering for corridors	Artificial grass with thickness of 20 mm, compliant with Civil Defense instructions	Non-Mandatory	Artificial grass thickness 20 mm.
99	Arafat		Corridors	Determine the direction for discharging external air-conditioning exhaust air	Direct air-conditioning units and hot-air outlets away from the corridors	Non-Mandatory	No specific quantity stated.
100	Arafat			Install misting fans in corridors	Supply and install cooling mist fans in corridors using evaporative-cooling technology at a height of 2.20 m, with 3 m spacing between each fan	Mandatory	Misting fans: height 2.20 m; spacing 3 m.
101	Arafat	Inside-Tent Facilities	Electricity and Lighting	Provide safe lighting in corridors.	Provide corridor lighting using high-efficiency LED units with color temperature (3000K), distributed	Mandatory	3000K LED; spacing ≤4 m; ≥150 lux.

					uniformly at distances not exceeding (4) meters between lighting points, achieving an illumination level of not less than (150) lux according to Lux Meter measurements, ensuring clear visibility, safe movement, and visual comfort for pilgrims, while reducing dark areas and glare.		
102	Arafat		Electricity and Lighting	Determine specifications for service sockets for refrigerators and counters in corridors	Service sockets for refrigerators and counters in corridors, protected socket every 7 m.	Mandatory	Protected service socket every 7 m.
103	Arafat	Camp Facilities	Cleanliness	Provide waste bins	Provide (1) waste bin with capacity (50) liters at each tent/room entrance. Provide (2) waste bins with capacity (50) liters for each main corridor inside the camp. Provide (1) waste bin with capacity (10) liters for each 16 m ² inside the tent/room and toilets, with a minimum of (1) 10-liter waste bin for each tent/room and toilet.	Mandatory	Waste bins: 50 L at each tent/room entrance; 2×50 L per main corridor; 10 L per 16 m ² inside tents/toilets.
104	Arafat		Safety	Mark emergency exits with clear phosphorescent signs	Complete evacuation system with illuminated phosphorescent signs and panels	Non-Mandatory	No specific quantity stated.
105	Arafat		Architectural Identity	Standardize directional signage symbols.	Use internationally approved universal symbols, with the option to add the pilgrim's language without compromising the unified identity.	Mandatory	No specific quantity stated.
106	Arafat	Inside-Tent Facilities	Housing Unit Preparation	Specify the type of cement and gypsum boards used in the internal tent partitions.	Execute the internal tent partitions using cement board and gypsum boards, with the outer face made of cement board and the inner face made of gypsum, achieving high resistance to moisture and fire. Specify the type of cement and gypsum boards used in the internal tent partitions, with cement and gypsum board thickness not less than (10 mm). Treat gypsum in external partitions so that the composition includes an inner and outer face with internal insulation. Also specify the metal-section frame, thickness, and fixing distances with thickness (0.60 mm) and maximum stud spacing not exceeding (60 cm). Specify insulation inside the partitions to achieve the best thermal and acoustic insulation using rock wool of thickness (50 mm) and density not less than (40 kg/m ³).	Mandatory	gypsum/cement board ≥10 mm; steel profile ≥0.60 mm; stud spacing ≤60 cm; insulation 50 mm; density ≥40 kg/m ³ .

					Treat cement and gypsum board joints using fiber tape and two coats of putty with sanding, and protect all external corners and entrances by installing galvanized Corner Beads.		
107	Arafat			Standardize visual identity.	Design according to the approved identity code	Mandatory	No specific quantity stated.
108	Arafat			Provide mosquito traps in tents	Provide mosquito traps at the rate of (1) mosquito trap for tents with an area of (200 m ²) or less, and (2) mosquito traps for tents with an area greater than (200 m ²)	Mandatory	Mosquito traps: 1 per tent ≤200 m ² ; 2 per tent >200 m ² .
109	Arafat				Provide a pillow measuring not less than 50 x 40 cm, and a bed cover designed suitably for the Holy Sites, and a light blanket, using soft materials while maintaining cleanliness and packaging.	Mandatory	Pillow ≥50 × 40 cm; cover/blanket included.
110	Arafat		Housing and Furnishing	Sleeping Facilities	Provide a sofa bed measuring not less than 50 x 175 cm, thickness not less than 20 cm net for each pilgrim, with one side cushion and compression/density not less than 40 as a minimum, with storage within the pilgrim's own space, provided that it includes built-in storage within the pilgrim's own space, with corridor space between sofa beds after furnishing of 30 cm.	Mandatory	Sofa bed ≥50 × 175 cm; thickness ≥20 cm; density ≥40; storage included.
111	Arafat			Provide carpet inside tents	Provide carpet for the full tent area with thickness not less than 13 mm, resistant to bacteria and moisture	Mandatory	Flooring thickness ≥13 mm; bacteria/moisture resistant.
112	Arafat			Link the sofa bed to the accommodation plan.	Number each sofa bed.	Non-Mandatory	No specific quantity stated.
113	Arafat		Air-Conditioning and Ventilation	Prevent leakage of AC water inside the tent.	Independent concealed drainage for each unit.	Mandatory	No specific quantity stated.
114	Arafat		Housing and Furnishing	Provide a bag containing supplies for use at the Holy Sites	Provide a backpack containing the pilgrim's essential supplies, including: water bottle, face masks, pebble bag, supplication book, and dry tissues, with the possibility of adding additional developmental, smart, or operational supplies that enhance the pilgrim experience	Non-Mandatory	No specific quantity stated.
115	Arafat			Allocate places for operating staff	Allocate accommodation not less than 2% of capacity	Mandatory	Capacity allocation ≥2%.

116	Arafat		Administrative Office	Implement a camp management and operations office	Provide and equip a customer-service office to serve (4000) pilgrims in each camp	Mandatory	Customer-service office: serves 4000 pilgrims.
117	Arafat		Screens	Install display screens inside tents or halls	Screen not less than 65 inches	Mandatory	At least 1 display screen/TV ≥65 inches.
118	Arafat		Audio Systems	Install sound system inside tents or halls	One speaker for every 100 m ³	Mandatory	Fire extinguisher every 100 m ³ .
119	Arafat			Determine number of toilets according to pilgrim density.	0 toilets for every 50 pilgrims.	Non-Mandatory	0 toilets per 50 pilgrims.
120	Arafat			Determine number of washbasins.	0 washbasins for every 100 pilgrims.	Non-Mandatory	0 washbasins per 100 pilgrims.
121	Arafat	Cleaning and Toilet Services	Sanitary Facilities	Allocate a percentage of sanitary fixtures as urinals.	Allocate 30% of the total toilets in the complex	Non-Mandatory	Arabic toilets ≥30% of total toilet complex.
122	Arafat			Determine flooring slip resistance.	Rough ceramic R10	Non-Mandatory	Rough ceramic flooring classification R10.
123	Arafat			Toilet ventilation system.	Central exhaust + backup fans.	Non-Mandatory	No specific quantity stated.
124	Arafat	Hospitality and Catering Services	Kitchens and Cold Storage	Determine kitchen architecture	At least (1) kitchen for each camp.	Mandatory	At least 1 kitchen per camp.
125	Arafat		Serving	Provide dining halls	-	Not Applicable	No specific quantity stated.
126	Arafat	Medical Services	Medical Clinics	Determine medical clinic architecture	Provide (2) patient stretchers, (2) medical beds, (1) administrative desk with chair, (2) wheelchairs, (1) refrigerator, at least one PVC tent (16 m ²), metal shelves, carpet, and the room must be air-conditioned.	Mandatory	Service room: desk/chair; 2 wheelchairs; 1 refrigerator; PVC tent ≥16 m ² ; shelves/carpet/A C.
127	Arafat	Camp Facilities	Shoe Racks	Provide dedicated storage solutions for	Install shoe-storage racks integrated within partitions so that the racks do not protrude	Mandatory	No specific quantity stated.

				pilgrims' shoes			
128	Arafat			Ready / dry breakfast meal	Number (1) breakfast meal for each pilgrim daily, containing (1) main item, (1) side item, (1) type of fruit, and (1) type of beverage, with commitment to serving meals on time without delay	Mandatory	Per pilgrim daily: 1 main; 1 side; 1 fruit; 1 beverage.
129	Arafat			Hot lunch meal	Number (1) lunch meal for each pilgrim daily, containing (1) appetizer item, (1) main item, (1) type of fruit, (1) dessert item, and (1) type of beverage, with commitment to serving meals on time without delay	Mandatory	Per pilgrim daily: 1 main; 1 appetizer; 1 fruit; 1 dessert; 1 beverage.
130	Arafat			Cold and hot drinks	Provide cold potable water around the clock at a rate of (3) liters for each pilgrim daily, and provide tea and coffee three times per pilgrim per day. Coffee or tea may be replaced with another hot drink according to the pilgrims' representative's preference.	Mandatory	Cold water 3 L per pilgrim daily; tea/coffee 3 times per pilgrim per day.
131	Arafat	Hospitality and Catering Services	Hospitality and Catering Services	Ice-Cream Freezer	Number (1) ice-cream freezer with capacity not less than (800) liters for every (850) pilgrims or fewer	Non-Mandatory	Water cooler/refrigerator or capacity ≥800 L per 850 pilgrims or fewer.
132	Arafat			Water Heaters for Hot Drinks	Number (1) hot-water heater with capacity not less than (50) liters for at least every (75) pilgrims	Mandatory	Water capacity ≥50 L for at least every 75 pilgrims.
133	Arafat			Hospitality Serving Supervisor	-	Not Applicable	No specific quantity stated.
134	Arafat			Hospitality Servers	-	Not Applicable	No specific quantity stated.
135	Arafat			Light meals (snacks)	Number (3) snack meals for each pilgrim daily, provided that each snack includes at least one fruit item, one sweet item, and one processed-food item, with commitment to serving meals on time without delay	Mandatory	3 snack meals per pilgrim daily; each includes ≥1 fruit, ≥1 sweet, and ≥1 processed-food item.
136	Arafat			Repair technical faults related to plumbing	Number (1) full-time plumber for each camp	Mandatory	1 full-time plumber for each camp
137	Arafat	Maintenance Services	Maintenance Services	Repair technical faults related to air-conditioning	Number (1) full-time air-conditioning technician for each camp	Mandatory	1 full-time air-conditioning technician for each camp

138	Arafat			Repair technical faults related to lighting, electricity, and appliances	Number (1) full-time electrician for each camp	Mandatory	1 full-time electrician for each camp
139	Arafat	Security Services	Security Guards	Security Guards	Provide the following around the clock: (1) security guard at the main gates of camps with no more than (1000) pilgrims; (2) security guards at the main gates of camps with pilgrim numbers between (1001-3500); (3) security guards for camps with pilgrim numbers between (3501-7500); (4) security guards for camps with more than (7500) pilgrims; and (1) general security supervisor for each field service center.	Mandatory	Security 24/7: 1 guard ≤1,000 pilgrims; 2 guards 1,001–3,500; 3 guards 3,501–7,500; 4 guards >7,500; 1 supervisor/FSC.
140	Arafat	Medical Services	Doctors and Nurses	Doctors and Nurses	Provide (1) doctor and (2) nurses present inside the camp around the clock for every 500 pilgrims or fewer	Non-Mandatory	Medical staffing 24/7: 1 doctor + 2 nurses per 500 pilgrims or fewer.
141	Arafat	Pilgrim Services	Translator	Translator	Number (1) translator in the language of the camp pilgrims / or English or French, for every (1500) pilgrims	Non-Mandatory	1 translator per 1,500 pilgrims.
142	Arafat			Transport and Grouping Supervisor	Provide (1) transport and grouping supervisor for each camp around the clock, who guides and assists pilgrims regarding transport and grouping matters by communicating with the responsible transport and grouping authorities	Mandatory	1 transport/grouping supervisor per camp; 24/7.
143	Arafat		Pilgrim Services	Employees / workers within the work team	Provide (1) customer-service employee for every (850) pilgrims or fewer around the clock, distinguished by a uniform, with the possibility of increasing the number when needed and if the available number is insufficient	Mandatory	1 customer-service employee/850 pilgrims; 24/7.
144	Arafat			Provide a qualified person for religious guidance	Number (1) religious guide for every (1000) pilgrims or fewer	Non-Mandatory	Staff/service ratio: 1 per 1000 pilgrims or fewer.
145	Arafat			Employees / workers within the work team	Number (1) service employee for every (350) pilgrims or fewer around the clock, with the possibility of increasing the number when needed and if the available number is insufficient	Mandatory	1 service employee/350 pilgrims; 24/7.
146	Arafat	Cleaning and Toilet Services	Sanitary Facilities	Provide soap and tissues in toilets	Continuously provide soap and tissues in toilets	Mandatory	No specific quantity stated.

147	Arafat	Pilgrim Services	Cleaning Services	Cleaning workers for tents and main corridors	Provide (1) cleaning worker for every 100 pilgrims around the clock, whose duties include at a minimum:• Carrying out (1) general cleaning cycle every (6) hours• In addition, carrying out (1) cleaning cycle after each main meal	Mandatory	1 cleaning worker/100 pilgrims; 24/7.
148	Arafat	Cleaning and Toilet Services	Sanitary Facilities	Toilet cleaning	Provide (4) cleaning workers for each toilet complex around the clock, with deep cleaning of all toilets every two hours, quick cleaning when needed, and provision of required cleaning tools.	Mandatory	4 cleaning workers/toilet complex; 24/7; deep cleaning every 2 hours.
149	Arafat	Inside-Tent Facilities	Cotton Pillowcase	Sleeping Facilities	Number (1) new, packaged white cotton pillowcase for each pilgrim, sized appropriately for the pillow	Mandatory	1 new, packaged white cotton pillowcase /pilgrim, sized appropriately for the pillow
150	Arafat		Housing Unit Preparation	Provide Wi-Fi network for guests	Wi-Fi network covering the entire camp with speed not less than 10 Mbps per active user, with an organized user login mechanism	Non-Mandatory	WiFi speed ≥ 10 Mbps per active user; organized login mechanism.
151	Muzdalifah	Pilgrim Services	Pilgrim Services	Translator	Number (1) translator in the language of the camp pilgrims / or English or French, for every (1500) pilgrims	Non-Mandatory	1 translator per 1,500 pilgrims.
152	Muzdalifah	Hospitality and Catering Services	Hospitality and Catering Services	Dry dinner meal	Provide (1) dry dinner meal for each pilgrim consisting of: (1) sandwich or croissant, (2) processed-food items, (1) fruit, (1) juice not less than 200 ml, and (1) water bottle not less than 330 ml	Mandatory	Per pilgrim: 1 sandwich/croissant; 2 processed-food items; 1 fruit; juice ≥ 200 ml; water ≥ 330 ml.
153	Muzdalifah	Pilgrim Services	Administrative Office	Employees / workers within the work team	Provide (1) customer-service employee for every (850) pilgrims or fewer around the clock, distinguished by a uniform, with the possibility of increasing the number when needed and if the available number is insufficient	Mandatory	1 customer-service employee/850 pilgrims; 24/7.
154	Muzdalifah			Provide a qualified person for religious guidance	Number (1) religious guide for every (1000) pilgrims or fewer	Non-Mandatory	Staff/service ratio: 1 per 1000 pilgrims or fewer.
155	Muzdalifah			Employees / workers within the work team	Number (1) service employee for every (500) pilgrims or fewer around the clock, with the possibility of increasing the number when needed and if the available number is insufficient	Mandatory	1 service employee/500 pilgrims; 24/7.

156	Muzdalifah	Pilgrim Supplies	Pilgrim Supplies	Backpack consisting of: (sleeping bag - handheld fan - supplication book)	Number (1) backpack consisting of: (sleeping bag - handheld electronic fan with water spray - supplication book)	Non-Mandatory	1 backpack: sleeping bag, handheld water-spray fan, supplication book.
157	Muzdalifah	Inside-Tent Facilities	Housing and Furnishing	Level and furnish the allocated site floor for staying in Muzdalifah	Furnish the full floor area allocated for staying in Muzdalifah, while observing the area allocated to each pilgrim according to the standard set by the Ministry of Hajj and Umrah	Mandatory	No specific quantity stated.