Prospective Capability Matrix (PCM) – Assessment Criteria for New Entrants

Assessment shall be based solely on prospective capability, organizational readiness, financial capacity, and regulatory compliance. No applicant shall be required to produce evidence of previous Hajj operations, Saudi-side contracts, Tawafa affiliation, or any other evidence that can only exist after commencement of Hajj operations. The following criteria shall apply to all New Entrant applicants seeking accreditation:

i. The registration and evaluation of Private Hajj Companies shall be undertaken through the existing national regulatory institutions, particularly the Securities and Exchange Commission of Pakistan (SECP).

ii. All Private Hajj Companies shall be required to be incorporated under the Companies Act, 2017 and registered with the SECP.

iii. Evaluation of financial capability shall be conducted through clearly defined and verifiable parameters, including minimum paid-up capital thresholds (10 % of Total Business transaction), authorized capital limits (20% of total business transaction), bank guarantees (5 % of total business transaction) and compliance with statutory obligations such as tax filings, corporate disclosures, and corporate governance requirements etc.

iv. In the given framework the total business transaction has been calculated on the basis of minimum amount of money required to carry out Hajj business for a single pilgrim i.e. Rs. 1 million. Only one category with a threshold of 2000-3000 pilgrims may be introduced. The other parameters for registration are tabulated below:

Category	Cost of indicative business for a single pilgrim	Cost of Total indicative business	Paid up Capital (10% of cost of total indicative business)	Authorized Capital (20% of cost of total indicative business)	Performance Guarantee (5% of cost of total indicative business)
3000	Rs. 1 million	Rs. 3 billion	Rs.300 million	Rs. 600 million	Rs.150 million

B. PCM Scoring Matrix (100 Marks)

PCM-1	Financial Capacity at Declared Ceiling Category	10
PCM-2	Corporate Standing and Legal Compliance	10
PCM-3	Business Plan and Operational Capability	20
PCM-4	Organizational Structure and Human Resource Capacity	15
PCM-5	Financial Soundness and Banking Arrangements	15
PCM-6	Digital Readiness and Technology Capability	10
PCM-7	Governance, Risk Management and Internal Controls	10
PCM-8	Regulatory Compliance and Declarations	10
Total		**100**

PCM-1 – Financial Capacity (10 Marks)

Assessment shall verify compliance with the minimum financial thresholds prescribed above.

Scoring:

Meets all financial thresholds	**10**

PCM-2 – Corporate Standing and Legal Compliance (10 Marks)

Assessment shall include:

- Valid SECP incorporation.
- Active NTN and applicable tax registrations.
- Constitutional documents.
- Board Resolution authorising the application.
- No adverse regulatory action or blacklisting.

Scoring:

Fully compliant	**10**
Minor deficiencies	**6**
Material deficiencies	**0**

PCM-3 – Business Plan and Operational Capability (20 Marks)

Assessment shall evaluate:

- Understanding of Hajj operations.
- Understanding of Saudi contracting process.
- Financial model.
- Operational implementation strategy.
- Three-year growth plan.
- Risk management.
- Pilgrim service model.

Scoring:

Comprehensive and credible	**20**
Good	**15**
Adequate	**10**
Weak	**5**
Unsatisfactory	**0**

PCM-4 – Organizational Structure and Human Resource Capacity (15 Marks)

Assessment shall evaluate:

- Proposed Chief Executive.
- Operations Head.
- Finance function.
- Welfare arrangements.
- Saudi liaison.
- Organisational structure.
- Staffing plan.

Scoring:

Fully meets requirements	**15**
Mostly meets requirements	**10**
Partially meets requirements	**5**
Does not meet requirements	**0**

PCM-5 – Financial Soundness and Banking Arrangements (15 Marks)

Assessment shall include:

- Audited financial statements (where applicable).
- Capital adequacy.
- Banking relationship.
- Credit facilities.
- Liquidity.
- Financial sustainability.

Scoring:

Strong	**15**
Good	**10**
Adequate	**5**
Weak	**0**

PCM-6 – Digital Readiness and Technology Capability (10 Marks)

Assessment shall include:

- NUSUK Masar readiness.
- PHMP onboarding plan.
- Digital payment capability.
- IT infrastructure.
- Data protection arrangements.

Scoring:

Comprehensive	**10**
Adequate	**6**
Basic	**3**
None	**0**

PCM-7 – Governance, Risk Management and Internal Controls (10 Marks)

Assessment shall evaluate:

- Corporate governance structure.
- Internal controls.
- Financial oversight.
- Compliance framework.
- Complaint handling capacity.
- Business continuity arrangements.

Scoring:

Strong	**10**
Good	**7**
Adequate	**4**
Weak	**0**

PCM-8 – Regulatory Compliance and Declarations (10 Marks)

Assessment shall verify:

- Required declarations.
- No conflict of interest.
- No blacklisting.
- Compliance with Ministry requirements.
- Acceptance of applicable regulations.

Scoring:

Fully compliant	**10**
Minor deficiencies	**6**
Material non-compliance	**0**

C. Assessment Principles

In assessing applications from New Entrants, the Committee shall:

i) apply the financial thresholds prescribed above;

ii) assess each applicant strictly in accordance with this PCM and award marks out of 100;

iii) not require or consider previous Hajj operational experience, Saudi-side contracts, Tawafa affiliation, or historical performance records;

iv) accredit every applicant attaining the prescribed qualifying score, irrespective of the number of applications received;

v) assign zero (0), and not a negative score, to any historical sub-criterion that a New Entrant cannot reasonably satisfy;

vi) report to the Ministry within five (5) working days any evidence that an existing Munazzim has restricted a New Entrant's access contrary to the applicable policy; and

vii) record its recommendations in the New Entrants Assessment Register, forming part of the consolidated Assessment and Tier Assignment Report.

viii) Every applicant attaining the prescribed qualifying score under the PCM shall be recommended for accreditation, irrespective of the total number of applications received; there is no cap on the number of new entrants accredited.

ix) No applicant shall be required to demonstrate past Hajj delivery record, Saudi-side contracts, or Tawafa affiliation, and no historical sub-criterion that a new entrant cannot reasonably satisfy shall attract a negative score.

x) Assessment shall be desk-based and conducted strictly in accordance with the PCM Scoring Matrix.

xi) Successful applicants shall be issued a Pre-Registration Clearance Certificate (PRCC). Quota allocation for accredited new entrant operators shall be governed separately under the Policy.

D. Documents to be submitted

i) Duly completed PRCC application form;
ii) SECP Certificate of Incorporation, active NTN, and applicable tax registration certificates;
iii) Constitutional documents (Memorandum & Articles of Association / equivalent);
iv) Board Resolution authorising the application and the signatory thereto;
v) Paid-up capital certificate and Authorised capital certificate, each not older than 6 months;
vi) Proof of arrangement for the prescribed PRCC Performance Deposit;
vii) Detailed business plan addressing operational strategy, financial model, three-year growth plan, risk management, and pilgrim service model;
viii) Organisational structure and staffing plan, including proposed Chief Executive, Operations Head, Finance function, and Saudi liaison arrangement;
ix) Audited financial statements, where applicable, and evidence of banking arrangements/credit facilities;
x) Statement of digital readiness (NUSUK Masar / PHMP onboarding plan, digital payment capability, IT infrastructure);
xi) Governance and internal control framework, including complaint-handling and business continuity arrangements; and
xii) Requisite declarations: no conflict of interest, no blacklisting, and unconditional acceptance of applicable Ministry regulations.

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