



The Presidency

NATIONAL HAJJ COMMISSION OF NIGERIA (NAHCON)

ACHIEVEMENTS OF THE NATIONAL HAJJ COMMISSION OF NIGERIA UNDER PRESIDENT MUHAMMADU BUHARI'S ADMINISTRATION 25TH MAY, 2015 – 11TH NOVEMBER, 2017

INTRODUCTION

May 2015 witnessed to great events in the history of Hajj in Nigeria. The most important event was the transition from the Second to the Third Board of the National Hajj Commission of Nigeria. Since then, three Hajj operations have been conducted and numerous achievements made. In 2016 and 2017 Nigeria experienced a period of economic recession that drove Foreign Exchange rates to unprecedented heights. In view of this trend and the resolve of the Commission to align itself with the policy thrust and direction of the new administration of President Muhammadu Buhari, GCFR in combating corruption and delivering good governance to Nigerians, that the leadership of the Commission initiated and implemented a wide range of policies that improved services to Nigerian pilgrims and also delivered on the promises of good governance and prudent management of resources for all. The achievements made by the Commission, have been documented below and are verifiable:

1.0 Introduction and Gazetting of Hajj and Umrah Regulations

The Commission on 14th December, 2015 issued rules and regulations to guide the operation of Hajj and Umrah by all entities. The rules, which have been gazetted, provide a framework for Hajj and Umrah Operations by all entities. Before now Nigeria did not have a common standard for pilgrims registration and provision of basic services such as airlift, accommodation, catering and medical services. The introduction and gazetting of rules and regulations guiding these activities have provided a bench-mark against which the services can be assessed and improved.

2.0 Licensing of State Pilgrims Welfare Boards/Agencies

The Commission introduced for the first time, licensing of State Pilgrims Welfare Boards/Agencies/Commissions in line with the provisions of NAHCON (Establishment) Act and its rules and regulations. Each body is assessed and graded 'A', 'B', 'C' or 'D' in accordance with its structure, staffing, and capacity to operate as a Hajj Agency. Apart from providing a services delivery framework, the policy served as morale booster to the State bodies to maintain their excellent performance or work harder to aspire for higher licensing categories

3.0 Improvement in the Quality/Capacity of Service Providers

NAHCON's regulations on the involvement of various service providers in Hajj and Umrah activities in Nigeria has raised the standards of Tour Operators, Accommodation and Catering Service providers from briefcase companies, to full-fledged companies with permanent and verifiable addresses, bank accounts, adequate share capital and qualified staff to carry out their activities.

4.0 Increase in Efficiency of Airlift and Related Activities

4.1 Conclusion of all phases of Airlift ahead of schedule

Before the establishment of the Commission, it was a norm for Nigeria to be unable to airlift its pilgrims. In 2005 for example, over 10,000 pilgrims missed the Hajj exercise due to inability of Nigeria to airlift them to the Holy Land. In 2015 and 2016 However, the airlifts were concluded 2 and 5 days ahead of schedule respectively. In 2017, the airlift was concluded in time which enabled the carriers operate rescue flights for some Tour Operators who were unable to airlift their pilgrims because of visa delays.

4.2 Reduction in time spent by pilgrims at Camps during Saudi-bound airlifts.

Before now, pilgrims usually spent many days at Hajj camps across Nigeria awaiting airlift to Saudi Arabia. Now, better coordination with the assistance of a newly established Command and Control centre, makes airlift more efficient. Pilgrims hardly spend 24 hours in camps without being airlifted to Saudi Arabia

4.3 Direct Landing and arrival into Madina before Arafat.

The efficiency of pilgrims' airlift and arrivals into Madina saw a marked improvement. The table below shows a four-year comparison:

ACTIVITY	2014	2015	2016	2017
Arrivals into Madina by Air	57%	64%	67%	61%

Visiting Madina before Arafat	89%	92%	100%	99%
-------------------------------	-----	-----	------	-----

4.4 Reduction in time spent by pilgrims at Jeddah airport during Nigeria-bound airlift from days to hours.

Pilgrims used to spend days in Jeddah airport during the return journey to Nigeria. The Commission initially introduced lodging them in hotels and charging the airline or State that caused their delay. In the last few years however, pilgrims only spent hours before departing for Nigeria.

4.5 Conveyance of all pilgrims' luggage together with or ahead of pilgrims.

Pilgrims normally spend days and sometimes, weeks awaiting the arrival of their luggage at various Hajj camps. This practice has stopped and pilgrims now collect their luggage on arrival at Nigerian airports because the luggage arrive with them or ahead of them.

4.6 Taking Over the Responsibility of Delivering Zamzam water to Nigeria for all pilgrims.

Return journeys were before now always full of various challenges of multiple hand luggage in addition to Zamzam water. Despite the huge efforts put in by pilgrims, some State Boards and airlines and in addition to time wasted in collecting, screening and managing Zamzam, only a fraction of Nigerian pilgrims eventually get their Zamzam water in Nigeria. Many were lost as a result of handling, theft, misplacement and many other reasons.

To address this, the Commission introduced the bulk purchase and delivery of Zamzam in Phase I of the pilgrims airlift. This measure ensured adequate provision was made for delivery of Zamzam to all pilgrims while reducing the management challenges. The measure took off the burden of purchase and handling off the pilgrims, eliminated the hours lost in screening during return journeys as a result of Zamzam and also increased safety and efficiency of Hajj return flights. Below is a brief comparison of Zamzam delivery to Nigeria in the last four Hajj operations.

ACTIVITY	2014	2015	2016	2017
Delivery of Zamzam water	0%	82%	100%	100%

4.7 Reduction in cases of multiple hand luggage.

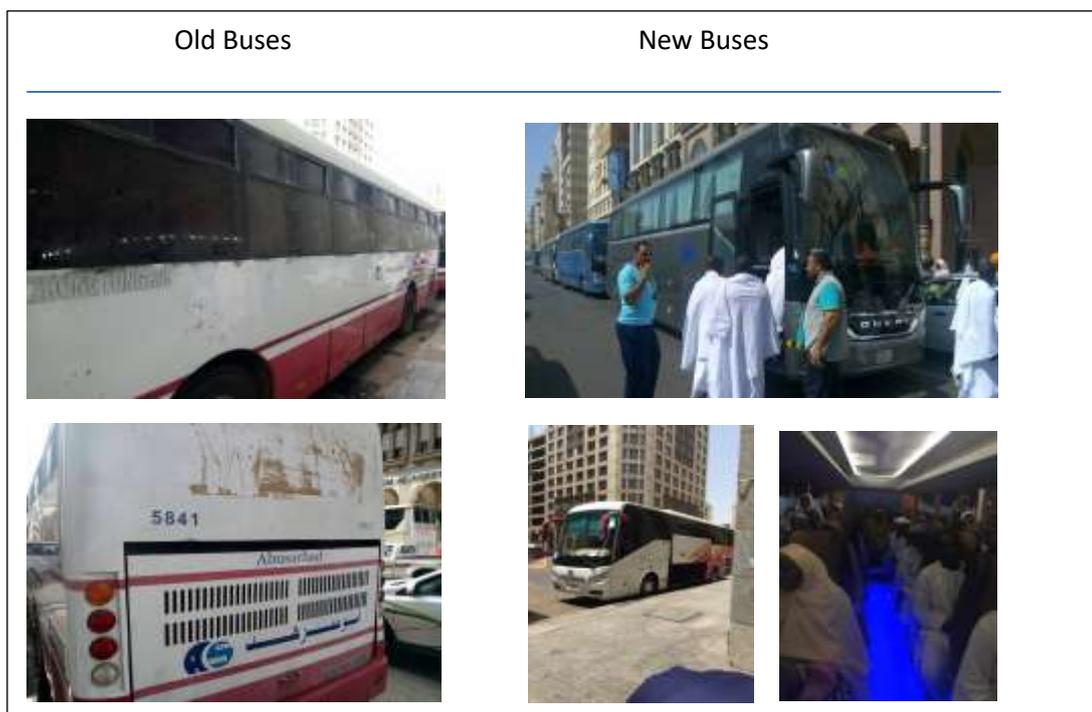
It used to take between 6 and 8 hours to screen a 500 load flight of Nigerian pilgrims at Jeddah airport. With the introduction of Pre-airport screening, the

same flights are screened in 2 hours or less thereby ensuring timely departures of flights.

5.0 Improvement in quality of Buses used for Transportation in Saudi Arabia.

Nigerian pilgrims were used to being conveyed between Jeddah, Makkah and Madina in old buses. Reports of breakdown of such buses on the road were a daily occurrence. In 2017, the Commission entered into an agreement with one of the reputable companies to convey Nigerian pilgrims in VIP buses at no extra cost. This arrangement ensured that Nigerian pilgrims enjoyed being carried in the best quality of buses during the 2017 exercise. Only one case of a bus break-down was received in 2017. Below is a pictorial comparison of the old and new buses

Pictorial Comparison of Old and New Pilgrims' Buses



6.0 Improvement in quality of Pilgrims' Accommodation in Saudi Arabia.

6.1 Improvement in Madinah

Before 2015, Nigerian pilgrims were usually accommodated in furnished apartments mostly about 20 – 30 minutes' walk from the Haram in Madina. Now, pilgrims are all accommodated in 3, 4 and 5 star hotels that are in the high-brow Markaziyya area of Madina which is between 1 - 5 minutes walk from the Haram. Below is a comparison of the grade of buildings used:

ACTIVITY	2014	2015	2016	2017
No of Buildings in Madinah	49	48	27	27

Grade A	15	7	25	25
Grade B	16	24	2	2
Grade C	18	17	0	0

6.2 Reduction of Rates for Pilgrims Accommodation in Madina.

Another milestone recorded by the Commission is the reduction of Madinah accommodation. In 2017, the Commission decided to eliminate agents and deal directly with Landlords that owned buildings in the choice area of Markaziyya in Madina. By doing this, the Commission was able to negotiate prices for bed spaces downwards to a range of SAR3,000 to SAR4,500 which effectively brought down the cost per pilgrim from SAR2,312 in 2016 to SAR1,610 a reduction of SAR702 for pilgrims and a saving of SAR52,650,000. Or **USD14,047,491.99** in foreign exchange demand to Nigerian Government.

6.3 Improvement in Quality of Pilgrims Accommodation in Makkah

In Makkah, Pilgrims used to be accommodated in over one hundred (100) small and medium houses mostly of grade B and C standard between ten (10) and thirty (30) minutes' walk away from the Haram. Now, they are accommodated in ninety-eight (98) larger buildings mostly of A and B standards.

ACTIVITY	2014	2015	2016	2017
No of Buildings in Makkah	108	99	88	98
Grade A	32	53	41	54
Grade B	41	34	40	32
Grade C	35	12	7	12

6.4 Reduction of Rates for Pilgrims Accommodation in Makkah

Traditionally, the policy for pilgrims' accommodation in Makkah was through a system of benchmark pricing for all accommodations in Makkah. The system was to ensure that all State Pilgrims Welfare Bodies secure befitting and standard accommodations for their pilgrims at that rate. In 2016 the benchmark price fixed by the Commission for Makkah Accommodation was maintained for the fourth consecutive year at SAR4,000. Some States Pilgrims Welfare Boards (SPWB's) however with the assistance of their State Governments secured accommodations for prices higher than the benchmark and as such financially augmented the pilgrims by paying the difference. This difference ranged between SAR1,000 to SAR2,000.

However, on the introduction of e-payment recently introduced by Saudi Government and adopted by the Commission, it was discovered that some of

the properties secured, negotiated and paid for by some States were far below their prices. A particular State was discovered to have paid SAR5,300 Saudi Riyals for an accommodation secured by an Agent at SAR2,500.

Another was discovered to have collected the approved SAR4,000 for a property the Landlord gave at SAR1,800. These shocking discoveries necessitated the need for the Commission to review and extend its regulatory functions in the area of monitoring and negotiating for pilgrims accommodation in Makkah where the State Pilgrims Boards were largely responsible for.

The first step taken by the Commission in 2017, was to abolish the old benchmarking system after discovering that it was abused by some State PWB's in collaboration with Accommodation Providers. It resolved to accept each building based on its merit and market value. It also deepened its involvement in the securing of these accommodations by being involved in the negotiations for each building. The price for each building was negotiated in a forum under the Chairmanship of Commissioner PPMF (Policy, Personnel Management and Finance) staff of the Commission, Chief Executive of the concerned Pilgrims Welfare Board or his representative and the Landlord/Agent.

The Commission reviewed the prices of ALL accommodations in Makkah downward. It is important at this juncture to mention a few examples: Some houses that were previously secured for SAR7,000 were negotiated down to SAR3,900 and SAR3,500.

Similarly, some states that previously paid SAR5,300 for accommodations situated over 3km away from the Grand Mosque, were now able to get same and better accommodations situated less than 2km away from the Haram at SAR4,000. In Makkah Accommodation, Nigeria was able to save another SAR13,637,395 equivalent to **USD3,639,000**. The Commission's reforms in Makkah have therefore:

- i. Reduced cost of pilgrims accommodation.
- ii. Eliminated the need for financial augmentation by State Governments.
- iii. Uncovered and eliminated the fraud perpetrated under the benchmark arrangement.

Pictorial Comparison of Pilgrims' Accommodation



7.0 Improvement of Pilgrims' Welfare in Masha'ir

The standard of pilgrims' accommodation in Mina and Arafat has been upgraded to one that is at par with other top ranked countries. Our pilgrims now have mattresses and blankets in Mina, Desert coolers in Arafat and improved sanitation in both places which was not the case before.

Pictorial Comparison of Mina and Arafat tents then and now



8.0 Service-Oriented Hajj Management

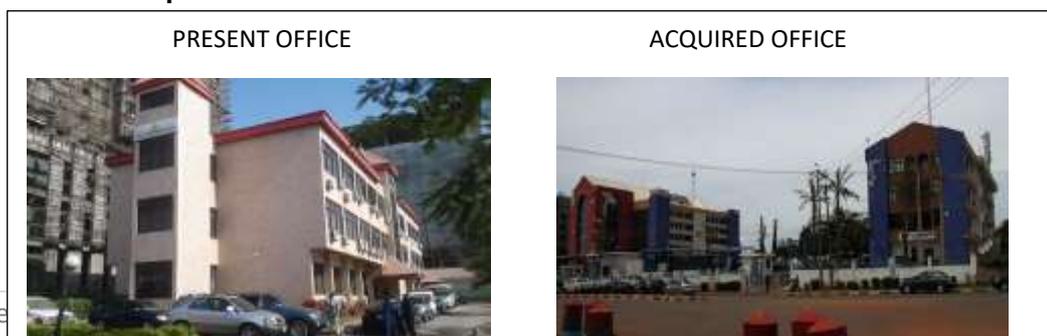
8.1 Securing a Permanent Site for NAHCON.

Decree no 2 of 1975 gave birth to the Nigerian Pilgrims Commission. The Commission was accommodated by the Ministry of Foreign Affairs in its Headquarters ant No 23, Marina Street and later moved to No 27 Kukawa Street, Tinubu Square all in Lagos before moving to Abuja under the Department of Pilgrims Affairs. While in Abuja, it stayed in some rented properties such as no 7 Abidjan Street, Wuse II; No 10 Suez Canal Crescent in Ibrahim Abacha Housing Estate before eventually purchasing its initial base at No 1 Malumfashi Close, Garki. The Commission later moved to its present location, Sokoto House, a rented property due to FCDA regulations prohibiting the use of Malumfashi Close property because it was a residential Area.

With prudent management of resources through savings, increase in off-shore revenue and Government capital allocation, the Commission finally secured a befitting property, Metro Plaza, at Zakaria Maimalari Street, Central Business District Abuja, to serve as the Commission's Headquarters. The property which cost Two Billion, Four Hundred Million was funded 97.6% by savings and internally generated revenue by the Commission while the Federal Government supported the purchase with a capital allocation of Five Hundred and Eighty-Seven million Naira only being 2.4% was The property has been fully paid for and formally handed over to the Commission.

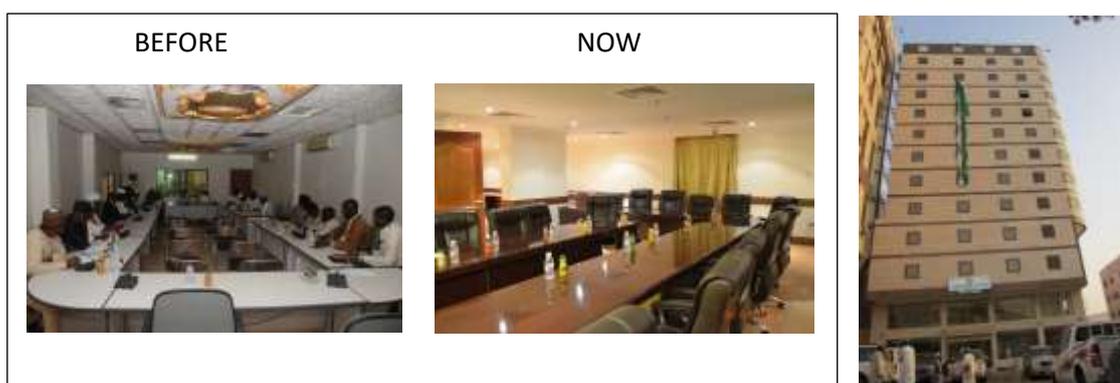
The new office complex of the Commission sits on a strategically located two plots of Land on 991/992 Zakaria Maimalari street in the Central Business District. The property is neighbouring the National War, College and International Conference Centre. It consists of a four-storey main building, two annexes, a spacious parking space that can hold up to 600 cars, two 500-KVA generators and a motorized borehole and water treatment plant.

Pictorial Comparison of NAHCON's Present and New Office Accommodation



8.2 Relocation of Head Office from Jeddah to Makkah

Similarly, the operational office of the Nigerian Hajj Mission in Saudi Arabia since inception in 1975, had been situated in Jeddah. However, the need to be closer to pilgrims made the Commission to relocate its Hajj operational headquarters to Makkah in 2015 to be closer to pilgrims.



The NAHCON Operational Head Office, Makkah

8.3 Movement of NAHCON Management and Staff from Tent A to Tent C.

Traditionally, Nigerian officials usually stay in 'A' area of Minna which is about three kilometers away from where pilgrims are situated. The Commission decided to move to where Nigerian pilgrims are to supervise and enjoy the same standard of services with them. This has assisted in proper supervision of the services rendered to pilgrims during the period of main Hajj activities. It has also reduced the huge cost associated with the Tent 'A' services as well as eliminated abuse.



9.0 Introduction of Automated Pilgrims Management System

In 2016, the Commission secured a beneficial partnership with the Pakistani Hajj Mission where a customized Pilgrims' Management Solution was developed and deployed by the Pakistani Information Technology Bureau (PITB).

The Bureau worked with the ICT unit of the Commission to develop a computer-based multi-faceted solution for pilgrims registration, flight, complaints and health management systems.

The solutions that would have cost the Commission about Five hundred thousand US Dollars (\$500,000.00) was developed and deployed free of charge. This enabled the Commission save money while leveraging on the relationship it established in 2016 to enhance efficiency of Hajj Management.

10.0 Reduction of Cost of Hajj and Cost of Administering Hajj

10.1 Reduction in Air Fares

From the year 2012 to date, the airfare for Hajj had been USD1,700 and USD1,750 for pilgrims from the Northern and Southern departure points of Nigeria respectively. In a bid to manage the 2017 Hajj fares, the Commission constituted two committees to further negotiate downwards, the 2017 airfare proposed by the Airlines' Technical Screening Committee. At the end of negotiations, the airfare for 2017 Hajj were negotiated downwards to USD1,700 USD1,650 and USD1,600. This reduced the airfare by USD50 for Northern and Southern Departure Points and USD100 (for Maiduguri and Yola Departure points). The total savings from this amounts to **USD4,056,850**.

10.2 Reduction in Local Charges

One of the reforms introduced by the Commission in 2017, was the decentralization of Hajj fares. Each State of the Federation proposed the contents and amounts it proposed to charge its pilgrims. The Chief Executive or officer in charge of each state appeared before a special committee where these proposals are defended with reasons. On many occasions, estimates found to be high or irrelevant were reduced or removed till the final amount to be charged is agreed upon and signed off by the Commission and the State concerned. A total savings of One Billion, Five Hundred and Thirty Eight Million Naira (**₦1,538,000,000**) was made from this exercise. Without the reform, this amount would have been imposed on Nigerian pilgrims as was the case before when the Commission allowed States the free hand to determine their local charges.

10.3 Reduction in Cost of Pilgrims Suitcases

In 2017, the States under the auspices of the Forum of Chairmen and Chief Executives of State Pilgrims Welfare Boards and Agencies had contacted and agreed with a suitcase manufacturer, Lanyo Travelling Bags and Luggage Ltd to supply the suitcases at the cost of N26,000 per set.

NAHCON came to know about the arrangement during the defence of the local charges component of the fares mentioned above. In a bid to further reduce the cost of Hajj, it decided to negotiate the agreed price down to N16,600.

10.4 Reduction of Dependence on Federal Government Spending

The Commission was able to boost its Internally Generated Revenue profile without increasing its charges of pilgrims and reduce its dependence on Government to finance Hajj Operations. The Commission reduced its dependency on Federal Government in funding its offshore operations from 69% in 2014 to 23% in 2017 as shown in the table below. The Commission is gradually moving towards complete independence from Federal Government funding on its entire operations.

ACTIVITY	2014	2015	2016	2017
FG financing of Offshore Budget	69%	68%	28%	23%

10.5 Reduction of Hajj officials

The Commission was known for sponsoring many officials to assist pilgrims. This practice of recruiting officials was pruned to essential medical and security personnel as well as institutional representatives.

10.6 Management of Vehicles owned by Nigeria in Saudi Arabia

Nigeria has been described to be one of the countries with the largest fleet of vehicles in Saudi Arabia due to the indiscriminate purchase and mismanagement of vehicles by various State Pilgrims Welfare Boards. The total number of vehicles as at July, 2017 stood at Three Hundred and Sixty-nine (369). Countries like Indonesia and Pakistan with over One Hundred and Fifty Thousand (150,000) pilgrims twice the number of Nigerian pilgrims have less than 20 cars in their fleet.

Recently, the Commission was inundated with complaints from the Saudi Ministry of Hajj and other Agencies over the illegal use of these cars especially outside Hajj seasons. In 2016, the accumulated penalties for traffic violations from all Nigerian vehicles reached Three Hundred Thousand Saudi Riyals (SAR300,000.00) equivalent to Twenty-Four Million Naira (N24,000,000.00).

To tackle this problem, the Commission introduced measures aimed at curtailing the misuse of vehicles in Saudi Arabia. The measures include a centralized parking and management of the vehicles and a shared responsibility in financing the arrangement.

11 Tackling Corruption and Hajj-Related Malpractices

11.1 Tackling *Hadaya* Related Cases.

The Commission through investigations by its Security Committee discovered that there was a lot of racketeering going on under the guise of facilitating the performance of sacrifice (*Hadaya*) for pilgrims. Some self-appointed agents in Nigeria and in Saudi Arabia collect monies from pilgrims for the purpose of performing *Hadaya*. The Security Committee discovered that in many instances, the *Hadaya* is either underperformed or not performed completely.

The Commission decided to strengthen its cooperation with the Islamic Development Bank Adahi Project through Jaiz Bank Plc as the only approved medium for *Hadaya* while applying punitive measures on those who seek to disregard the arrangement. The Commission resolved to adopt this approach to ensure no Nigerian pilgrim is defrauded as the reputation and capacity of these banks is not in doubt. Due to this reform, the Commission saved innocent pilgrims from being duped to an estimated \$1.6 Million. It also improved the image of Nigeria in Saudi Arabia.

11.2 Tackling Pilgrims Basic Travel Allowance (BTA) Related Malpractices

Another area touched by the reforms is the pilgrims BTA which was USD750, USD1,000 and USD1,500 for minimum medium and maximum BTA's. It was discovered however that because of the exchange differentials provided by applying official exchange rates, Some State Officials and Stakeholders connived with some bankers to top up the actual forex required by pilgrims who paid minimum Hajj fare, collect the maximum Hajj fare from CBN, remit the amount initially requested by the pilgrims and keep the change. This racket is popularly referred to as "loading". The amount Government lost to this round is mind-boggling. To arrest this, the Commission made all BTA into a uniform amount of USD800.

11.3 Tackling the Menace of Illegal Tour Operator Companies

The extortion, poor services and in many cases, outright defrauding of innocent intending pilgrims by 'agents' were some of the reasons Government started getting involved in Hajj arrangements since 1954. Although significant progress has been made, 'agents' seem to have resurfaced in the guise of Tour Operators many of whom are not duly registered.

The Commission in early 2017, toured the entire length and breadth of Nigeria to sensitize Tour Operators engaged in Hajj or Umrah without licensing on the illegality of their business and gave them time to normalize their operations by being duly registered and coming under regulatory radar. A total of 113 unregistered Tour Operator Companies across the country were visited and given 21 days to regularise their operations. At the expiry of the grace period, 86 companies complied.

The Commission has instituted legal action against defaulters and has so far obtained court injunctions to seal 12 Companies across the country. Many of the owners of these companies had listening ears in the corridors of power hence pursued their fraudulent activities with impunity. The resolve of the Commission to sanitize the industry through its reforms led to these companies utilize their influence to instigate various investigations against the Commission.

12.0 Ensuring Value for Money.

12.1 Refunds to Pilgrims for Un-rendered or Poorly Rendered Services.

The Commission in March 2016, refunded the sum of 1.75 Billion Naira to Pilgrims Boards of the 36 States of the Country and the FCT for onward refund to pilgrims. Similarly, it refunded the sum of 526 Million Naira in 2017 This refund was as a result of services not rendered or poorly rendered during the 2015 and 2016 Hajj exercises while that of 2017 is being processed for payment. The refunds were publicized in National dailies while Government Anti-Graft Agencies were involved in monitoring the refund to pilgrims. It was a demonstration of commitment to ensure that Nigerian pilgrims got value for money.

13.0 Expansion of Public Enlightenment and Engagement.

In line with Section 4(1)g of the NAHCON (Establishment) Act, the Commission embarked on enlightenment activities and was able to achieve the following:

13.1 Introduction of Radio and Television Enlightenment.

The programme, tagged. Hajj: As You Answer the Call is always aired on NTA Network Television on weekly basis with the aim of enlightening pilgrims as well as showcasing activities of the Commission. The same programme is being conducted through the Federal Radio Corporation of Nigeria (FRCN) network.

13.2 Introduction of the National Media Team.

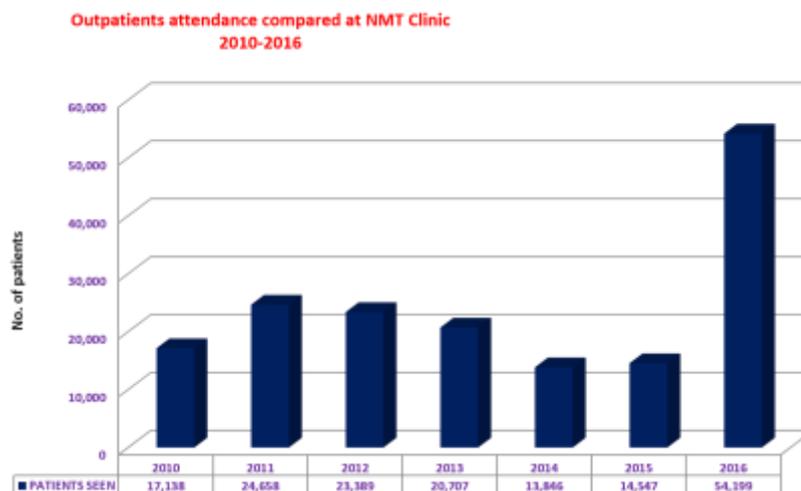
The Commission also introduced a harmonized system of covering and reporting Hajj activities through the establishment of a National Media Team for each Hajj operation to ensure Nigeria operated as Country and all Media activities are properly managed and journalists given the necessary support to perform their duties. The Nigerian public in the last two years have enjoyed an improved reportage of Hajj activities.

13.3 Public Engagement over Social Media

The Commission also established various public engagement mechanisms through use of Social Media to inform, enlighten, engage and receive feedback from the public about its activities. The Commission's account on Facebook; Twitter and Instagram handles @nigeriahajjcom took off from 2016 to complement print and broadcast media coverage of the Commission's activities.

14.0 Introduction of National Medical Team

Nigeria used to go to Hajj with a medical team for each state as well as a Federal medical team. The combined manpower prior to 2015 used to be over 2000 personnel that include, Doctors, Nurses, Pharmacists and Environmental Health workers to serve 95,000 pilgrims. This duplication of efforts and wastage was curtailed from 2016 when a single National Medical Team to serve all Nigerian pilgrims was formed. The entire team was less than 500 and it served all Nigerians. Statistics of pilgrims served was discovered to have increased considerably as indicated in the chart below:



There was initial resistance to this initiative by some States partly due to beneficiaries of budgetary allocations to State Medical teams and partly due to the fear of change. However with explanations backed by facts and interactions at various fora including the Nigeria Governors Forum, better understanding of its benefits was secured which led to better cooperation in 2017.

15.0 Establishment of Pilgrims' DNA Database

In the aftermath of the unfortunate stampede 2015 in which 317 Nigerian pilgrims and officials lost their lives, the Commission resolved to establish a DNA bank for Nigerian pilgrims through the collection of buccal swabs from pilgrims. The measure was to enable the Commission quickly identify and trace pilgrims in the event of death and absence of any form of identity. It will address the challenge of identification that was faced in 2015.

16.0 ON-GOING ACTIVITIES

16.1 Implementation of Hajj Savings Scheme.

One of the core mandates of NAHCON as provided for in section 7 of its (Establishment) Act, is providing a Hajj Savings Scheme which will provide for gradual payment for Hajj and reduce dependence on Government for funding through investments. The Commission has commenced the process of implementing the Scheme which is expected to take off fully before the end of the tenure of 3rd NAHCON Board.

16.2 Establishment of Training Institute for Hajj Managers.

In view of the non-existence of professional training for Hajj Managers in Nigeria, the Commission initiated the process of establishing a Hajj training Institute in collaboration with local and foreign institutions. The proposed institute will serve as a professional training centre for all Hajj Managers in Nigeria and neighbouring African Countries.

16.0 CONCLUSION

The achievements listed above by the Commission are a credit to the current Administration as they have direct bearing on the welfare of common Nigerians. Each Nigerian pilgrim under Government quota benefits from a cost saving of about \$300 while the Nigerian economy as a whole was saved from foreign exchange demand of \$21.7 Million in 2017 alone. This is in addition to Billions of naira saved from State Government Augmentation. They have also put a stop to numerous fraudulent practices that hitherto held sway in BTA processing, *Hadaya* and inflated costs of pilgrims' accommodation in Saudi Arabia. The modest achievements recorded are just the beginning of a journey to achieving excellent service delivery for Hajj Administration in Nigeria.

Compiled by

Ishaq Ibrahim Jae