ONLINE ISSN(2958-793X) PRINTISSN(2960-1657)
Ethiopian Journal of Sport Science (EJSS)
Volume V.6, Issue I (2025)

Effects of Project Management Practices on the Performance of Ethiopian National Stadium

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Receivedin July.2025. Revised fromSep-Dec.2025,Accepted: Dec, 2025. Ethiopian Journal of Sport Science (EJSS), Volume VI, and Issue I, Published by Ethiopian Sport Academy 2025

Keywords: *Project management practices, project performance, risk management, stakeholder management, megaprojects, Ethiopian National Stadium*

Abstract

The performance of megaprojects is critically influenced by the effectiveness of project management practices, particularly in developing-country contexts where institutional, financial, and coordination challenges are prevalent. In Ethiopia, major stadium construction projects have consistently experienced cost overruns, schedule delays, and implementation inefficiencies. This study examined the effects of project management practices, problem-solving analysis, working position, and work experience on the performance of the Ethiopian National Stadium Project.

A mixed-methods research design was employed. Quantitative data were collected from 123 project staff selected through stratified random sampling, while qualitative data were obtained from in-depth interviews with 12 senior managers, consultants, and government officials. Quantitative analysis was conducted using SPSS version 26, applying descriptive statistics, one-way and two-way ANOVA, MANOVA, partial correlation, and multiple regression analyses. Qualitative data were thematically analyzed and triangulated to validate quantitative results.

The findings revealed statistically significant interaction effects between working position and work experience on both problem-solving analysis application and overall project performance ($p < .01$). Multiple regression analysis demonstrated that project management practices collectively explained 81.3% of the variance in project performance ($R^2 = .813$, $p < .001$). Among the examined practices, project risk management ($\beta = .539$, $p < .001$) and stakeholder management ($\beta = .551$, $p < .001$) emerged as the strongest predictors of project success, while project human resource management and procurement management showed no significant direct effects. Qualitative findings further identified critical implementation challenges, including illegal settlement issues, foreign currency constraints, contractor capacity limitations, escalating material costs, and weak inter-institutional coordination.

The study concludes that effective risk management and proactive stakeholder engagement are decisive factors for improving megaproject performance in Ethiopia. Strengthening communication frameworks, enhancing management information systems, and ensuring coordinated government support are essential to overcoming implementation bottlenecks and achieving timely, cost-effective project delivery. The findings provide valuable insights for policymakers, project owners, and practitioners involved in large-scale public infrastructure projects in similar developing-country contexts.

Citedas:*Amensisa Kebede Legesse(2025):* Effects of Project Management Practices on the Performance of Ethiopian National Stadium*: **Ethiopian Journal of Sport Science (EJSS) V.6 page 271-289***

Background

Completing all of the project's goals and objectives while simultaneously reducing its limitations is one of the main challenges of project management (Lewis, 2006). Notably, Lewis (2006) listed the main project constraints as scope, time, cost, and quality. When implemented correctly, project management techniques raise the likelihood that a project will succeed (Thomas & Mullaly, 2008). Likewise A successful project closure is the main goal of construction project improvement, which involves multiple parties, various stages of the project work, and a high level of commitment from both private and public construction companies (Kibert, 2016). Project performance is measured and evaluated using a variety of performance metrics that can be connected to a number of factors, such as time, client support and modifications, firm performance, cost, health and safety, and quality (Cheung et al. 2014).

Determining the impact of these practices on the execution of related projects is therefore essential. Furthermore, punctuality and quality should not be the only criteria used to assess the performance. In addition to cost, time and quality must be considered. These three core project goals determine how well the project performs overall. The question of which practices are optimal then emerges when practices differ between organizations or between project teams. According to Ramabadron et al. (1997), best practices in project management are the most efficient methods of carrying out tasks to attain greater performance. Every project manager's objective is to attain satisfactory performance, and specific actions are taken to achieve this goal. Measuring the performance of projects carried out under a particular set of practices is crucial to deciding whether or not those practices are the best.

Construction experts are usually one of the parties working on a building project in project management teams. The three main parties to a building contract the client, contractor, and consultant are crucial components of the project management team in the construction sector. They all work together to make choices and complete duties in order to achieve optimal project performance. Sharma and Gadenne [2002] found a substantial association between quality management techniques and performance across industries.

This result offers compelling proof of how project management techniques affect project performance. Thus, an investigation into this relationship is required.

In the construction industry Ethiopia has also faced many problems in management practices and to adopt the best models that need to fit the country's situation and trends. Most importantly the At a research done by Addisu Denbel (2018) on more than 100 projects of NGOS's in Ethiopia, the management practices indicated that the small projects aided mainly by world bank. The project logical framework, Performance Indicators, Budget Monitoring, tools are the most

frequently used tools. Most importantly, there seems to be an agreement among project managers on the extent to which project logical framework & Performance Indicators are used. About twelve mega stadiums are presently being built across the nation, which brings us to our current research topic: mega sport stadiums. These initiatives sought to stimulate regional city development in addition to serving sporting purposes. Nevertheless, none of the 12 international stadiums that were started decades ago have not been finished on schedule or within budget. The Ethiopian National Stadium's construction has started, according to the Ministry of Youth and Sportten years ago to accomplish it in 2017 with the cost of 5 billion birr. Following the governmental reform the Sport commission which has taken the responsibility of administering the construction process formerly and the ministry of culture and sport currently has taken various measures and attempting to finish the stadium. However, during the implementation process there have been obstacles that result for the termination of the construction followed by transfer of new bid for another international construction. The majority of project management techniques fail because of these obstacles. Your project management practices will be more successful if you are aware of the typical obstacles to project management implementation and have strategies to overcome them (Choudhuri, 2015).

Statement of the Problem

Within the sphere of a given project there are several project management activities. Several ways of carrying out these activities emerge and become accepted as day to day practices. The need to meet certain environmental and social challenges, as may be faced by a particular organization, may cause the adoption of certain PM practices. When considering adoption of project management tools, it is common experience that some tools are more known and their use is more spread, while others are more sophisticated. For instance, Besner & Hobbs (2008) found in their survey that some tools are used extensively (e.g. work breakdown structure) while others have a very limited adoption (e.g. project evaluation and review technique). Since projects are mostly initiated to increase organizational capabilities, meeting new demands, realizing new opportunities or to overcome the challenges faced due to very frequent change of organization's environment then it is more likely that problems could occur during execution of the projects without the nature or type of the project (Befekadu, 2017). Knowing the success, or outcome or performance of a project has a great deal of relevance to knowing the optimum practices. The effort put into the measurement of project performance in the country has portrayed little or no help in this direction. The possible, simple and most understanding way of measuring project performance with hard data is therefore needed in this regard. There are previous researches done in

Ethiopia also indicated significant correlation between the success criteria and all project management tools and techniques except logical framework and performance indicators. Lack of suitable project management methodology and lack of project management practices have also relationships and become major challenges the organizations faced (Frehiwot A., 2019 & Addisu D., 2018). However, all these studies are related to projects done by local construction companies and not related to the Mega stadium projects. Thus it is hardly available to find research findings regarding the management practices, challenges and experiences in this regard. Thus the research carrying out this research based on the following objectives:-

Objectives of the Study

1. To examine the effects of working positions on problem solving analysis and the project performance.
2. To analyze effect of project Management Practice indicators on performance of the Ethiopian National Stadium Project.
3. To identify the major challenges of project management practices and performance of Ethiopian National Stadium Project.

Sampling Design & Sample Size Determination

Population of the study includes 292 mega project staffs from the ministry of culture and sport, consultant firms and Chinese state owned Constriction Company. The sampling technique was Stratified random Sampling. The research used 123 (42 %) of the samples for questionnaires and 12 project managers, consultants, government commissioners and ministers for interviewee purposively.

Source of Data

This study employed both primary and secondary data. Primary data represents to data obtained first hand by the researcher on the variable of interest for the specific purpose of study, while secondary data is those collected from sources already existing in the concerned organizations or by stakeholders of the project to be studied.

Method of Data analysis

The variables indicated in this research were treated and analyzed using both descriptive and explanatory method of data analysis. Descriptive analysis tools of mean, standard deviation, frequency and percentage were used for the analysis of project management practices and monitoring and evaluation practices statuses and Demographics of the respondents. Assessment of the Status was analyzed by Statistical Package for the Social Sciences /SPSS/ 26 version software. Besides the results were displayed using graphs, bar charts and tables for better understanding of the audience of the research.

In case of inferential statistics:

One way ANOVA was conducted to see the differences on project management tools and techniques as well as project performance across

different working positions of the respondents.

Two way ANOVA to see the interaction effect of Work experience and Working position on Project performance as well as Problem solving tree analysis application.

MANOVA was conducted to see if the case of differences as a result of one way ANOVA is the same for the case of two dependent variables Problem solving analysis and Project performance at interaction or not.

Partial correlation was conducted to see the relationship of the project management practice tools with the project performance and problem solving analysis applications.

Regression analysis was a statistical model that demonstrated how project management methods and tools affected both the national stadium project's performance and the project managers' internal and external performance. The regression model is intended to be utilized because of how well it can identify how changes in the independent variable affect the dependent variable.

Finally the data obtained from the interview and secondary sources were narrated thematically and Triangulation of discussions for cross validations and refining findings was employed.

Reliability and Validity

Validity

These surveys were modified from three sources to guarantee validity. Ph.D. and MBA theses on related subjects in Ethiopia and Kenya by Wasike Wilberforce Walubengo (2019), Peninah Kihuha (2018), and Firehiwot Animaw (2019). Important experts in the field examine the questionnaires to ensure the intended content is included in the data that will be gathered. Additionally, the researchers deliberately steer clear of superfluous language so that the respondents may comprehend them with ease. To increase content validity, the adviser was closely consulted during the preparation of the instruments.

Reliability

The random inaccuracy in measuring is known as reliability. The precision of the instrument in question is described by reliability. Norland (1990) explains how data gathering tools are consistent in measuring whatever they are supposed to monitor. Since Cronbach's alpha is a coefficient of internal consistency that is frequently used to estimate the dependability of the current study on external populations (Addis Ababa Akaki Stadium Project), the researcher employed it.

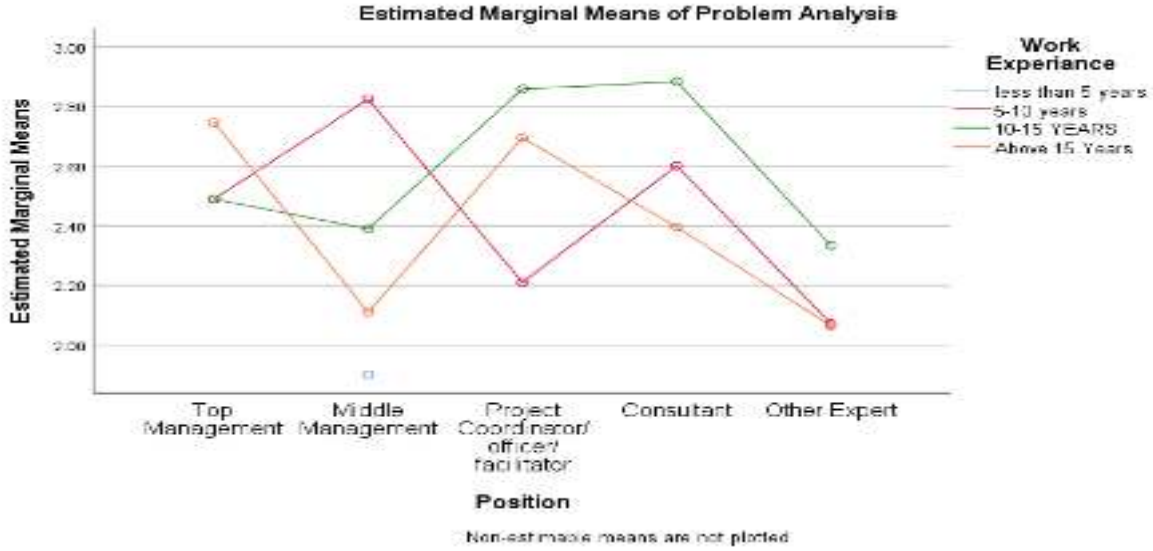
Project Problem Solving Analysis and Performance Success Statuses across Working Position and Work Experience Interaction

A two-way between groups analysis of variance was conducted to explore the impact of Employees working position and employees working experience on Problem Solving analysis application, as measured by the three dimensions; project problems identified, project root causes and project effects.

Test (. Subjects were divided into four groups

according to their working experience (Group 1: **less than 5 years**; Group 2: **5-10 years**; Group 3: **10-15 YEARS**; Group 4:**Above 15 Year)**.

Fig. 4.4. **Work Experience and Working Position Interaction Effects on Problem Analysis**



The interaction effect between Working Position and Working experience was statistically significant, F (8, 122) = 3.157, P =.003. There was a statistically significant main effect for Working position alone, F (8,122) =4.154, P =.003; the effect size was also large (partial eta squared = .134). But there is no main effect for Working experience, F (8,122) =2.188, P =.094 however the effect size was small (partial eta squared = .058)Post-hoc comparisons using the sheffe test indicated that the mean score for the 10-15 years' work experience group (M = 2.6493, SD = .54043) was significantly different from the 15 + group (M = 2.3645, SD = .43460) and 5-10 years working experience group (2.3316, SD = .45871).

A two-way between groups analysis of variance was also conducted to explore the impact of Employees working position and employees working experience interaction on Project success, as measured by the three dimensions; meeting its specification (specified quality) mean score; Project success within specified budget mean score and Project Performance in Completing in time mean score. Test (. Subjects were divided into four groups according to their working experience (Group 1: less than 5 years; Group 2: 5-10 years; Group 3: 10-15 years; Group 4: Above 15 Year).

Table: 4.8

Two Ways ANOVA for Working Position and Employees Experience Interaction Effect on Project Performance

Tests of Between-Subjects Effects

Dependent Variable: Factors Define project Performance with agreed scope

Source	Type III Sum of Squares	Df	Mean Square	F	Sig.	Partial Eta Squared
Corrected Model	11.344[a]	15	.756	9.253	.000	.567
Intercept	452.932	1	452.932	5541.51	.000	.981
position	3.394	4	.849	10.382	.000	.281
Work experience	1.304	3	.435	5.317	.002	.131
position * work experience	2.875	8	.359	4.397	.000	.249
Error	8.664	106	.082			
Total	1149.633	122				
Corrected Total	20.008	121				

a. R Squared = .567 (Adjusted R Squared = .506)

The interaction effect between Working Position and Working experience was statistically significant, F (8, 122) = 4.397, P =.001. There was a statistically significant main effect for Working position, F (8,122) =10.382, P =.002; the effect size was also large (partial eta squared = .131). There is also a main effect for Working experience, F (8,122) =5.317, P =.002. The effect size was also large (partial eta squared = .281).Post-hoc comparisons using the sheffe test indicated that the mean score for the 10-15 years' work experience group (M = 3.2657, SD = .37495) was significantly different from the 15 + group (M = 2.9659, SD =.29937), ˉ5 years group (M = 2.5333, SD = .18856) and 5-10 years working experience group (2.9744, SD = .46293). Mangers contribute and support the project

Effect of the Project Management Practices on Project Performance

Standardized multiple regression was used to assess the ability of five project management and problem solving mechanism variables (Problem Analysis, Project Human Resource Management, implementation when adequately provided with key information for decision-making. Project performances done by comparing the progress reports and the original plans. Updating must be done in conformance with the revised and relevant standard plans (Robert, 2010). Project managers, assigned huge responsibility of facilitating monitoring and evaluation projects. It entails evaluating Management's competency, Commitment, communication and collaboration of the project teams. It has a significant contribution towards the performance of projects (Yong and Mustaffa, 2012). Management support is a critical element in preparing the implementation of monitoring and evaluation plans adherently they form key project decision makers (Magondu, 2013).

Project Risk Management, Stakeholder Management, Project Procurement Management) to predict levels of Project Performance. At the preliminary test of the normality, linearity, multi co linearity and homoscedasticity. It was found that Problem solving analysis have been highly correlated to the Stakeholder Management and Project risk management planning (.751 and.696 consecutively) and excluded from the model. Two respondents were found to be outliers and excluded from the data as the result of the maximum value of Mahal Distance much more than 20 (for five variables) which was 37 well.

At the inception of the initial normality analysis, it was indeed discovered that Problem-solving analysis exhibited a strong correlation with both Stakeholder Management as well as Project risk management planning, with correlation coefficients of .751 and .696 respectively.

Consequently, this variable was excluded from the model. As a whole, the findings from the multiple regression analysis indicated that the overall model exhibited statistical significance, as evidenced by the F (4,121) = 126.84, P & t; .001.

Moreover, the model accounted for a substantial proportion of the variance in the outcome variable, specifically 81.3% (R 2 = .81), thereby offering valuable insights into project performance.

Accordingly the Preliminary analyses were adjusted for four variables and there was no violation of the assumptions of normality, linearity, multi collinearity and homoscedasticity. A regression analysis was computed to determine whether the level of project management variables(Project Human Resource Management, Project Risk Management, Stakeholder Management, Project Procurement Management) have an impact on the Project performance levels from 122 project employees responses (N = 99).

Table. 4.12: Regression Model Summary

Model Summary [b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate

1	.901[a]	.813	.806	.17901

a. Predictors: (Constant), Project Procurement Management, Project Human Resource Management, Stakeholder Management, Project Risk Management

b. Dependent Variable: Factors Define Project Performance with agreed scope

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F
1	Regression	16.259	4	4.065	126.842
	Residual	3.749	117	.032	
	Total	20.008	121		

The model was statistically significant and a total variance explained by the model as a whole was 81.3%, F (4,121) = 126.842, P < .001. To clarify, the contribution/impact each variable towards the performance of the project success, only two variables (the project risk management plan and Stakeholder Management) found to be significant.

Accordingly Project risk management significantly predicted Project success scores, β = -.53, t (117) = 10.92, p < .001. Project risk management Planning explained a significant proportion of variance in Project success scores, R2 = .28, F (1, 117) = 126.84, p < .001. Similarly Stakeholder Management of project management significantly predicted the project success scores, β = -.55, t (117) = 12.55, p < .001. Which means the Project risk management has an impact of 28 percent for the success of the Project success while the Stakeholder Management has also an impact of 30 percent for the Project success?

The equation for the regression line is:-

The level of Project Success = b_0 + b_1*Project risk management + b_2*level of Stakeholder Management of Project R2 = .813 indicates that just 81.3% of the variance in the level of Project Success is explained by the level of Project risk management and Stakeholder Management of Project.

Table: 12 : Regression on the Project management Practices effect on project Performance

Coefficients [a]

Model	Unstandardized Coefficients B	Std. Error	Standardized Coefficients Beta	t	Sig.	95.0% Confidence Interval for B Lower Bound	Upper Bound
(Constant)	.719	.156		4.621	.000	.411	1.027
Project Human Resource Management	-.018	.034	-.023	-.534	.594	-.087	.050
Project Risk Management	.475	.043	.539	10.918	.000	.389	.561
Measurement and Evaluation	.440	.035	.551	12.550	.000	.371	.509
Project Procurement Management	-.014	.036	-.018	-.404	.687	-.085	.056

a. Dependent Variable: Factors Define Project Performance with agreed scope

In conclusion, if the level of Project risk management increases by one unit (from 2.25 to 3.25) or the Stakeholder Management increases by one unit (3.08 to 4.08), the level of project success will also increase by .539or .551 standard deviations Units consecutively.

In conclusion the regression analysis outcome has demonstrated that only two variables associated with project Risk Management, and Stakeholder Management exert a considerable influence on the performance of the project.

- The qualitative data in harmony of supporting the necessity and contribution of the stakeholders are also summarized. Those Problems like :

- Presence of Illegal settlers in the stadium area and religious institution;
- Expediting price adjustment negotiations with Chinese state owned company, and allowing foreign currency
- Prioritize the transportation and customs procedures of imported goods from the point of manufacture to their installation.
- To prepare a place where the excavated soil from the stadium is dumped

Requires communicating stakeholders like Addis Ababa Mayor's office, Foreign minister, Chinese embassy and National bank and so on.

In accordance with this assertion, various research findings demonstrate that project performance is closely linked to project Stakeholder Management practices and risk management, in accordance with this. Stakeholder involvement in project management plays a critical role in project performance.

Moodley (2012) suggests that the environment into which projects are undertaken, there are many parties involved either directly or indirectly and are distinct in the extent to which they can influence the project. Stakeholder involvement occupy a various areas in the cycle of the project and at various stages of the society and have many unique way within a series of project inputs, initial expectations of the project, sharing of the project information, consulting, making decisions, corporations empowering each other. Baroudi, Olson and Ives (2016) indicate that engaging the user in the implementation of the project results to the use of the project as well as satisfying clients' needs.

Communication during the project implementation entails to exchange of project information that is meant to make all the stakeholders within the project to understand the progress of the project (Ruuska, 2016). The author further show that proper exchange of project information makes all the stakeholders have a sense of responsibility and ownership and the activities within the project thus leading to better working environment whereby all the project team members can carry out their assignments without being managed or forced to. According to Ssenyange (2011) communication clarifies project tasks, creates teamwork and gets all stakeholders involved in the running of the project.

From the aforementioned statements, it can be inferred that the efficacy of project management is interconnected with the proficiency in resolving issues in the domains of team formation and structural establishment, such as project matrix and team-based organizations, aiming to enhance project outcomes. Furthermore, in the realm of project management, Anantatmula (2008) investigation has demonstrated that both leadership and managerial responsibilities play pivotal roles in augmenting project performance.

Current Status and Challenges Encountered for the Project as summarized from the Qualitative Data

A. The Current Status of the Stadium Construction

According to the construction schedule, the completion of the work has been extended due to various reasons, but now the first phase of the construction is 99%, which is 43% of the total completion. The rest of the work from the first phase included the construction of a playground and a running track, it was reached an agreement and decided to work after the completion of the construction of the second phase for the benefit of the government.

The construction of the second phase of the stadium has been contracted and some outdoor pitches, amphitheater, canal, support facility, reservoir, roof support and interior finishing have been completed, but according to the schedule the performance of the work is low. The reason for this is that the foreign currency offered by the contractor was not paid on time and the price of construction materials went down.

Therefore, a committee consisting of the Ministry

of Culture and Sports, the Ministry of Finance, the Ministry of Construction, the Chinese Embassy, consultants and contractors has been formed and negotiations are being conducted on the price adjustment.

B. The Remaining Works of the project

In the second phase of the construction of the National Stadium, the remaining works that were not included in the first phase will be completed and when it is completed, it will have the same appearance as indicated in the design. Accordingly, the following works will be carried out in this second phase.

- Metal work and roofing work
- The remaining works of the main stadium (Block work, carpentry work, plastering, painting, plumbing, electrical and mechanical work)
- Stadium Technology (Stadium Screens and Controls, CCTV, Sound Technology)
- Playing fields outside the main stadium (excavated, stone, concrete, block, etc.)
- Various sports fields (tennis field, basketball field, futsal field, soccer field)
- outdoor theatre,
- Support Activities (Different Offices)
- Various warehouses and halls,
- Landscaping work
- Man-made lake and corridor,
- wooden bridge,
- Site work (walkways, driveways, curbs)
- Indoor sewer lines (potable water, fire water, surface water line and water tank)
- Indoor electricity
- spectator seats,
- Indoor design works

C. The second phase of the project profile

I. Contract amount

- The main contract amount 4,408,972,077.13
- Addendum 2 113,166,978.70
- Total contract price before VAT 4,522,139,055.83
- Total contract price with 15% VAT 5,720,505,905.62

II. Contract period

- The date of signing the contract 23 March, 2020
- Start date 7 May, 2020
- Date of completion 8 September, 2022
- Main working days 900
- Extended period ……
- Updated completion time ……
- Total working time 900

III. The condition of the contract

- Used time per day 952 (until November 2022)
- Elapsed time in percent 105.78
- Work planned to date 4,522,139,055.84
- Completed work to date 468,709,187.69
- Planned performance to date 100.00

- Work to date 10.36

D. Challenges faced by the Project

- When the site was first handed over, there were many illegal settlers in most of the stadium area, however, compensation was paid and removal works were done in collaboration with Bole sub-city and security agencies, but there is still one religious institution and many houses on the site.
- Although there was a problem in installing electricity and water, the commission was able to solve the problem by talking to the relevant government officials and covering various expenses.
- Failure to timely submit contractor's performance security bond and insurance as well as employee profile related documents;
- Inability to make foreign currency payments;
- The contractor's lack of capacity to perform, not assigning enough and qualified professionals, not being able to improve the plan, not having necessary construction machines, materials and resources,
- Due to covid, not getting experts from abroad or local workers.
- Rising cost of building materials,

E. Issues that need to be done to complete the project on time and need government support as the qualitative data summarized:-

- Expediting price adjustment negotiations, reaching an agreement and signing a contract;
- Discussing with senior government officials about allowing foreign currency in a special way and making the payment as soon as possible, or looking for another option and creating favorable conditions for the next roofing work, technological works and chair installation.
- Since the works can be done side by side, the contractor can organize the work in three teams to facilitate the work and finish the project in a shorter time than the scheduled time.

1) Steel and Roofing work Group;
2) Infrastructure (ground landscaping, sanitation, parking, man-made lake and access) work team;
3) It has been agreed with the contractor that the project can be completed by setting up a team that will work on technology, chair installation and finishing work.

- In the second phase of the construction of the stadium, roofing works, technological works, seating works, security and electrical works, finishing works generally require foreign currency, so the currency is allowed under special conditions.

- Prioritize the transportation and customs procedures of imported goods from the point of manufacture to their installation in accordance with the law.
- To give instructions to the concerned Addis Ababa Mayor's office to make the site suitable for work by removing the illegal houses and mosques on the site as well as those given for commercial purposes around the stadium.
- To prepare a place where the excavated soil from the stadium is dumped and to be given a special permit by the city administration to allow the trucks that move goods to move at any time.
- Since the contractor is a Chinese government company, they are to discuss pressure from the Chinese Embassy to shorten the completion of the project.

Conclusion of the study

- It was found that Problem solving analysis have been highly correlated to the Stakeholder Management and Project risk management planning (.751 and.696 consecutively).
- There was a medium positive, partial correlation between Project risk management and project Stakeholder Management with project performance, controlling for Problem solving analysis application. Controlling Problem solving Analysis application had very little effect on the strength of the relationship between these two variables and the project performance.

Challenges encountered in the study are:-

- Illegal settlers and one religious institution and many houses on the site.
- Failure to timely submit contractor's performance security bond and insurance as well as employee profile related documents;
- Inability to make foreign currency payments;
- The contractor's lack of capacity to perform, not assigning enough and qualified professionals, not being able to improve the plan, not having necessary construction machines, materials and resources,
- Rising cost of building materials,
- Skilled and technical experts availability and attrition
- Complexity of the project and phase contracting
- Application of problem Solving analysis in different unexpected situation

Recommendations of the Study

Based on the findings of the study the following recommendations are forwarded:-

- Other experts and even consultants should relatively get better induction training related to project management Practices
- To establish and promote a more comprehensive communication

framework or rather the Management Information System (MIS) in projects.

- Together with encouraging other key stakeholders including the Government Administrations, communities and Non-Governmental Organizations, can form network and play crucial role in providing the procurement management, quality management and risk management information, to improve the function ability as well as suitability of the projects.
- Expediting price adjustment negotiations, reaching an agreement and signing a contract internationally requires the involvement of other ministries and embassies
- Discussing with senior government officials about allowing foreign currency in a special way and making the payment as soon as possible, or looking for another option and creating favorable conditions for the next roofing work, technological works and chair installation.
- Since the works can be done side by side, the contractor can organize the work in three teams to facilitate the work and finish the project in a shorter time than the scheduled time.
- Prioritize the transportation and customs procedures of imported goods from the point of manufacture to their installation in accordance with the law.
- To give instructions to the concerned Addis Ababa Mayor's office to make the site suitable for work by removing the illegal houses and mosques on the site as well as those given for commercial purposes around the stadium.
- To prepare a place where the excavated soil from the stadium is dumped and to be given a special permit by the city administration to allow the trucks that move goods to move at any time.

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