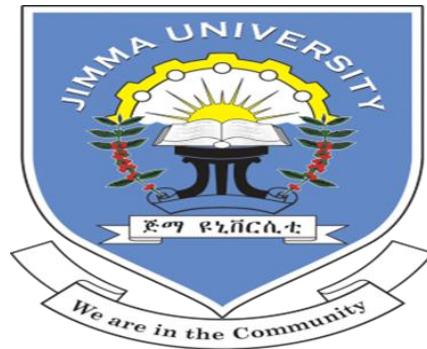


**JIMMA UNIVERSITY**  
**COLLEGE OF NATURAL SCIENCE**  
**DEPARTMENT OF SPORT SCIENCE**



**AN ASSESSMENT OF RISK MANAGEMENT PRACTICE IN EXISTING FOOTBALL STADIUMS OF ETHIOPIA.**

**BY**  
**HIRKO TAYE**

**A THESIS SUBMITTED TO JIMMA UNIVERSITY COLLEGE OF NATURAL SCIENCE DEPARTMENT OF SPORT SCIENCE FOR PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE DEGREE OF MASTER IN SPORT MANAGEMENT.**

**JUNE, 2019**  
**JIMMA, ETHIOPIA**

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**JUNE, 2019**

**JIMMA, ETHIOPA**

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**APPROVAL SHEET**

As members of the Examining Board of the Final M Sc. Open Defiance, we certify that we have read and evaluated the thesis prepared by: Hirko Taye entitled: An assessment of risk management in existing football stadiums of Ethiopia. We recommend that it could be accepted as fulfilling the thesis requirement for the degree of Master of Science in coaching athletics specialization.

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## ACRONYMS

CFM	Center for Facilities Management.
D.I.M.	Developing, Implementing and managing the risk management plan.
IAAM	International Association of Assembly Managers
SOPs	Standard Operating Procedures
<i>EMS</i>	<i>Emergency medical care through the community's system.</i>
<i>FIFA</i>	<i>Federation International Football Association</i>
<i>EFF</i>	<i>Ethiopian football federation</i>

## **ABSTRACT**

*In light of the fact that an assessment of risk management practice in existing football stadiums of Ethiopia is very critical issues to make stability of sport organization and this assessment deal with four existing football stadium to investigate the effective implementation of sport facility operation by accessing information from home team managers and technical Directors ,Coaches and players in purposive and Availability sampling, and the primary objective of the study was to establish the manager status of stadiums. Specifically, investigated the five stadium service like; crowded management, risk management, legal aspect, medical plan, and parking and traffic control as well as the association between demographic factors of stadiums. The study was conducted by using research instrument; Questionnaires, Interview ,and Document analysis in concerned of Addis Ababa Stadium, Dire Dawa Stadium, Tigray Stadium, and Awassa kenema Stadium, and case study research design were implemented, an Analysis of mean media, and average of 54 respondents. Overall, the results of this study revealed that risk management practices were not conducted in a sufficient and consistent manner, even though many home team club officials and players experienced or observed a significant number of un effective operational service in existing Ethiopian stadium. Furthermore, several relationships were reported between sport club's institutional demographic factors and risk management practices. Some of the factors affecting higher responses of risk management practices were; ownership of stadium, club with fewer members, shorter durability of club, and ownership of club's host facility. The study may contribute to construction the basic framework for law and policy issues with regards to managing football stadium in Ethiopia, finally it is hoped that escapable service and possible litigation are avoided in the future.*

**Key Word:** Facility, Stadium, Risk, Facility management, Facility operation.

# CHAPTER ONE

## 1. INTRODUCTION

### 1.1. Background of the study

In most countries today, facility management issues are beginning to play a vital role at least at the maximum level of construction. However, it has not yet reached a satisfactory level of implementation and participation. The development of facility management means, not only an issue of building management, but also an essential component in every dimension of human power management. In modern facility management system, sport facility management is an essential issue that must give attention to the intended goals attainment of stadium. Various researchers emphasized the rationale for the role of sport facility.

Sport, in its broadest sense, refers to all recreational and competitive sports, physical activity, fitness, and dance. Sport has become a dominant influence in many societies. No single aspect of any culture receives more media attention than sport. Sport is big business and continues to grow at a phenomenal rate globally. It provides the visibility for its star participants to enter the political arena or become broadcasters or movie stars or entrepreneurs. Thomas et al., (2015).

Further, recreational participation in sport continues to grow in popularity each year driven by increased time for leisure activities and discretionary income to spend on exercise and fitness pursuits. This increase in growth has required development of new undergraduate programs to prepare a new type of sport and fitness managers. This new sport/fitness manager needs to understand the management process in order for the demands of the fitness and sport businesses to be successful, Thomas H. Sawyer, Lawrence W. Judge, Tonya L. Gimbert (2015).

A stadium or an arena's legal liability for a personal injury claim is generally predicated upon the facility's failure to meet minimum standards of "safety, suitability, or sanitation." Francis Gregory & Arthur H. Goldsmith, (1980). Significant concerns regarding facility safety started to manifest themselves with the abolition or limitation of immunity, and the enactment of Tort Claim statutes. Consequently, management interest in risk management programs grew as the specter of legal liability loomed over public facilities, Bernard P. Maloy, (1991). Many facility risk management programs were implemented with the specific purpose of preventing or

reducing personal injury risks. It is not uncommon for personal injury attorneys to trace the failure to provide minimum facility standards to the seemingly enduring incompetence's of the facility management. Often, management incompetency is the result of a lackadaisical management attitude toward risk management. In addition, sometimes it is caused by the inherent constraints of the facility's organizational structure. In other words:

1. Facility management incompetency is usually evident from management's misconduct regarding its own safety policies or procedures. That is, management has failed to communicate safety responsibility to its staff, has disregarded or neglected proper safety procedures, or has imprudently dele-gated safety obligations.
2. Facility management has adopted the traditional organizational structure of American business which tends to be hierarchal in form and militaristic in style. Therefore, it works within an organizational structure which has been known to stunt the flow of information, doubt the virtue of employee motivation, and inhibit staff participation in the work place, Peter F. Drucker, (1974).

In many cases, risk management incompetency is not the result of malicious intent. As noted, it may be the unfortunate consequence of managerial attitudes which are bred in a hierarchal organizational structure. That structure subscribes to vertical levels of communication, and the separation of tasks and duties, Rosabeth Moss Kanter, (1983).

A stadium is a sport's facility that by its complexity must be managed in a structured way, anticipating the optimization of its use and performance through a suitable functional way (Schwarz et al., 2010). Its management must be able to integrate systems that enable the coordination of all its services effectively and flexibly with the ultimate goal of making the stadium an investment and not a source of expenditure for the organization.as well as each stadium must have a venue operation center, room which those person responsible for safety and security operation at the stadium can minor control and direct resources in response to any given situation before ,during and after the match (FIFA,2008).

Managing and maintaining facilities in a stadium might be expensive and problematic in nature but nevertheless, it is unavoidable if investment in such a stadium is not to be lost. Management and maintenance has gone down to the drain and this has affected virtually our social and

economic lives. When facilities are not well managed and maintained it might lead to various defect which can likely establish nuisance and instabilities to the users of such facilities.

Finally, management is critical in keeping any organization operating smoothly and efficiently. A facility that is well maintained and managed is one of the best public and consumer relations tools in an organization's arsenal. An organization's facility manager must become involved in many tasks, including, but not limited to, leadership, facility and event management, crowd control, security, emergency operations, facility maintenance, operational policies and procedures, and human resources to name a few.

## **1.2. Statement of the problem**

The main purpose of this study was assessing operational management of football stadium in Ethiopia. To this extent every day thousands of facilities around the globe host sport, recreation, and leisure activities with minimal or no problems. But when a problem occurs, or there is a lack of planning ahead for activities, the results can be harmful and damaging. This can range from damage to the facility or equipment to injuries to personnel, participants, and visitors – with the injuries ranging in severity from minor (cuts, bruises, sprains) to major (broken bones, torn ligaments, back and eye injuries) to catastrophic (loss of limb, paralysis, death). Sport facility operations management seeks to maintain and care for public, private, and non-profit facilities used for sport, recreation, and leisure to ensure safe and secure production and distribution of products and services to users.

The discipline of sport facilities operations management has many different components that need to be understood before where poor facility operations and management have led to significant problems, so this critical issue was lead to identify and assess the extent of cause and consequence of sport facility management principal's step toward addressing the problem by raising the following basic question.

1. What are the risk management practices implemented in the football stadiums?
2. What are the challenges in implementing the facilities service in football stadiums?
3. Does the demographic factor of football stadiums have association with risk management Practices?

### **1.3. Objectives of the Study**

#### **1.3.1. General objective**

To investigate the effective implementation of sport facility operation in Ethiopia football Stadiums.

#### **1.3.2. Specific objectives**

The specific objectives will be:-

- To identify the risk management practices implemented in football stadium.
- To identify the challenges in implementing the facility service of football Stadiums
- To assess the risk management practices that relate with demographic factors of football stadium.

### **1.4. Significance of the study**

Managing a sport facility could be a difficult and time consuming task. This research provides advice and information to assist sport and recreation clubs and organizations to better manage their facilities. It covers planning and operational principles that encourage increased use of facilities. Based on research output Facility managers would be in a better position to made decisions about the future direction and operation of their sport facility in stadium.

### **1.5. Delimitation of the study**

The researcher believed, it was better to conduct the study in large scale. However, due to time and finance constraints, the researcher was delimited the area of the study only in some existed football stadiums of Ethiopia that hosted the majority of Ethiopian premier league Football clubs. Therefore, the researcher delimits its scope to the following selected existed football stadiums of Ethiopia Tigray Stadium, Addis Ababa Stadium, Dire Dawa Stadium, and Awassa kenema Stadium. Furthermore assessment was focused on five services; risk management, legal aspect, crowded management, medical plan, and parking and traffic control, to reflect services in football stadiums of Ethiopia.

## 1.6. Limitation of the study

The researcher encounters a lot of problems and limitations throughout conducting this research. To mention some of the pillar limitations; time and financial shortage, respondents' reluctance to feed questionnaires. The respondents may not have been familiar with all subject areas requested in the survey are among the others.

## 1.7. Operational Definition of key terms

**Crowd management:** is far more than breaking up fights and ejecting unruly patrons. Every Element of an event is part of crowd management. It includes facility design, Booking Policies, ticketing arrangements, alcohol management, local law making and Regulation Seating and setting the tone for events (Antee & Swinburn, 1990).

**Game Management:** The policies and procedures utilized by facilities to properly conduct a Sporting event. The areas identified by experts include: alcohol policies, crowd Management practices, emergency and medical plans, and parking and traffic control (Ammon, 1993).

**Tort:** A civil rather than a criminal wrong. Some examples of torts are negligence, Defamation, civil battery, malicious interference with a contractual right, and false Imprisonment (Carpenter, 1995).

**Crowd Control:** Includes all measures taken once crowds are beginning to or have gotten out of control: arrests, fights, ejections, etc. These crowds need to be restrained from unlawful and unsafe behaviors (Berlonghi, 1990 ).

**Club Demography:** such as, frequency of club meeting, number of members, average age of members, seniority of members, longevity of club, location of club, and Ownership of club.

**Case study** – an empirical inquiry that investigates a contemporary phenomenon within its real-life context. (James S., Allan E. and Ben C. 2015)

**Negligence:** - Negligence can be defined as carelessly performing a duty or carelessly failing to perform a duty that results in injury to a participant or damage to property (Seidler, 1999).

## **1.8. Organization of the Study**

This study was organized in five chapters, chapter one was about the problems and its approach, back ground of the problem, statement of the problem, objective of the study, significance of the study, delimitation of the study, limitation of the study and definition of operational key terms. Chapter two is about review of related literature. The study design and methodology used were stated and described in chapter three. Chapter four is about data analysis and interpretation. The last Chapter five was contain, summary of findings, conclusions, and recommendation.



## **CHAPTER TWO**

### **2. Review of the related of literature**

#### **2.1. Concept of Facility Management for Physical Activity and Sport**

Further, management in all business and organizational activities is also the act of getting people together to accomplish desired goals and objectives efficiently and effectively. Management comprises planning, organizing, staffing, leading or directing, and controlling an organization (a group of one or more people or entities) or effort for the purpose of accomplishing a goal. Resourcing encompasses the deployment and manipulation of human, financial, technological, and natural resources, Thomas H. Sawyer (2015).

Finally, management in sport management is an investment. The sport manager has resources to invest—money, time, talent, and human resources. The function of sport management is to get the best return by getting things done efficiently. The sport manager's management style is a personal and situational matter and evolves over time. Skilled sport managers know how to flex their style, coach, and motivate a diverse body of employees, Thomas H. Sawyer (2015).

#### **2.2 Leadership Theory for Sport Managers**

The most appropriate leadership theory for sport managers to become acquainted with is situational leadership. The theory that best lends itself to sport managers is the Path-Goal Theory of Leadership (Humphrey, 2013). However, sport managers need to pay close attention to their leadership styles as well as their decision-making methods. Sport managers who are as concerned about people as they are about results will be the most successful in the long run.

#### **2.3 Facilities management**

Facilities management according to the (Centre for Facilities Management, 2010) is the process by which an organization delivers and sustains support services in a quality environment to meet strategic needs". It may also be defined as "the process by which an organization ensures that its buildings, systems and services support core operations and processes as well as contribute to achieving its strategic objectives in changing conditions (Keith, 2009).

As buildings become more complex and house more technology, user expectations rise and the pressure on them to perform increases. Increasing legislation to ensure health, safety and welfare as well as to protect the environment has added new responsibilities on companies to

manage the workplace. Center for Facilities Management, (CFM, 2010) emphasize the need to focus resources on meeting user needs to support the key role of people in organizations and strives to continuously improve quality, reduce risks and ensure value for money.

CFM (2010), scope of the discipline covers all aspects of property, space, environmental control, health and safety, and support services, and requires that appropriate control points are established in the organization. The facility plan will set out these policies and identifies corporate guideline and standards. The plan will describe the organization, structure, procedures and responsibilities of all stakeholders. Facilities management lay out an organization's response to vital issues such as space allocation and charging, environmental control and protection, direct and contract employment. Facilities management is relevant to all sectors in developed and developed and developing countries".

In the International Facilities Management Association (IFMA, 2009) report, facilities management is described as the integration process which involves the practice of coordinating maintaining and developing all physical, human and material resources of an organization in order to foster improvement in its efficiency and effectiveness towards the achievement of organizational goals and objectives, essentially, it is apparent that the main objectives of facilities management is to ensure that all the equipment and facilities contained in the built environment for effective running of an organization are in their best condition always making it function in such a way that breakdown and/or delay in operation is eliminated as far as possible.

Facility management must be seen as a transversal concept regarding the level of knowledge of a company and be in tune with them, allowing an integration of different services in all of the structure, a link between three business levels and consequently improve the communication bottom up and bottom down (Wiggins, 2010). It is necessary to define a long-term strategy of financial management in tune with organization, namely, regarding the elaboration of guidelines to goods, processes or services, in parallel with making contracts of level of services and monitoring of the performance indicators.

#### **2.4. Sport Facility Operations Management**

In order to effectively understand sport facility operations management, it is important to understand the two root concepts – facility management and operations management. Facility management is an all-encompassing term referring to the maintenance and care of commercial

and non-profit buildings, including but not limited to sport facilities, including heating, ventilation, and air conditioning (HVAC); electrical; plumbing; sound and lighting systems; cleaning, grounds keeping, and housekeeping; security; and general operations. The goal of facility management is to organize and supervise the safe and secure maintenance and operation of the facility in a financially and environmentally sound manner Eric C. Schwarz, Stacey A. Hall (2010)

## **2.5. Concept of Risk management**

While there are many physiological and psychological benefits from participating in sport and recreational activities, risks are always associated with such activities. In the health/fitness context, physical injuries are most commonly occurring risks that could result in medical emergencies (Eickhoff-Shemek, Herbert, &Connaughton, 2009). Risks can also result in damaging financial assets of sport industries, where negligence claims and other lawsuits can be brought by the injured participants due to the internal liability of sport organizations. In this respect, risk management has been defined as controlling a personal injury from sudden, unforeseen, unusual accidents, intentional torts, and financial assets of sport organization (Ammon, 1993). Also, there are several other definitions of risk management. Wong &Masteralexis (1998) defined risk management as “a management strategy to maintain greater control over the legal uncertainty that may cause destruction on a sport business”. According to Spengler, Anderson, Connaughton& Baker (2009), risk management is termed as a “course of action designed to reduce the risk (probability or likelihood) and loss to sport participants, spectators, employees, management and organization” (p.46). Lastly, Clarke (1998) explained risk management as a term that experts agreed on for implementing all the possible strategies one can consider for dealing with such risks. Risk management, however, is not a panacea, but it serves as a method to minimize the both inherent and negligence driven risks within activities and services provided by an organization without changing the fundamental nature of the activity itself (Cotton &Wolohan, 2010).

Living in a society with persistent litigation, a significant number of sport industries over the last 30 years have fallen victim of lawsuits. A society in the 21st century will not tolerate even a minor negligent act by a sport organization and that sport managers will be personally accountable for the entire organization’s wrongdoings. Indeed, the fact that injury occurs does

not mean one is liable; it is the law that expects sport managers to take every preventative measures to avoid legal lawsuits. Accordingly, risk management should be considered as any other organizational missions, such as budgeting, scheduling, insurance coverage, contracts and other important duties (Appenzeller, 2012).

The National Center for Injury Prevention and Control has reported in 2003 that seven million Americans received medical care from sport and recreation related accidents each year (Herbert, 2003). Due to the rising occurrences of sport related injuries and legal lawsuits, risk management in sport professions is becoming an inevitable component of an organization's mission. Therefore, a development of a sound risk management practices is imperative in today's sport industry to protect participants from sustaining injuries and possibly filing legal lawsuits.

## **2.6. Theories of Risk Management**

There are several risk management theories that have been used over the years and the primary distinction between risk management theories is based on a number of steps or processes while some theories' concepts are identical, and yet, only differ in the name of the process. Also, some risk management theories may be applicable to certain sport setting while some may not. Hence, the effectiveness of risk management theory is indeed contingent on a compatibility of the sport environment, and it would be difficult to judge the best model. In the following section (Ammon, 2001; Hronek & Spengler, 2002; Peterson & Hronek, 2003) model will be discussed in depth, Furthermore, D.I.M. process may be applicable to the risk management strategies for sport clubs in Ethiopia.

Ammon's (2001) D.I.M. process may reduce a chance of litigation when it is used as an anticipatory technique rather than reactionary procedure (Cotton & Wolohan, 2010). As the letters "D", "I", and "M" indicate, the D.I.M. theory is a three step process that includes

- (1) Developing the risk management plan; (2) Implementing the risk management plan; and
- (3) Managing the risk management plan (Ammon, 2001).

The first phase of the D.I.M. process-developing the risk management plan is divided into the three separate stages: (1) identifying the risks, (2) classifying the risks, and (3) selecting

methods of treatment for the risks. First, in the identification stage, sport managers need to identify a potential risks that are likely to occur in the program . In order to effectively achieve risk identification, categorizing the risk such as (1) public liability caused by negligence in program services, (2) public liability without negligence, (3) business operations, and (4) property exposures, should be considered (van der Smissen, 1990). Once the foreseeable risks are identified, the next step is to classify the risk.

Classifying risk means determining how often (frequency) the risk may occur and the degree of severity that may arise from the risk. Sport managers, based on his/her experience and training, can assign frequency of risk as “high,” “medium,” or “low” and severity of risk as “catastrophic,” “critical,” “moderate,” or “low.” A treatment of risk would be the next step which is the final stage of developing the risk management plan. Generally, there are four treatments that can be used by sport managers: (1) avoidance of the risk, (2) transfer of the risk to another party, (3) retention of the risk by the organization, and (4) reduction or control of the risk. Risk should be only avoided when a danger caused by the activities are catastrophic with medium or high frequency (Ammon, 2001).

Transferring risk commonly occurs when risk is not substantial to eliminate the activity or when risk is perceived to be overwhelming for the organization to handle on its own (Ammon, 2001). Contracts are an important means of transferring risk, which may include waiver, indemnification clauses and independent contractor. When an individual signs a waiver, that person is voluntarily giving up the right to sue the service provider for any wrongdoings. However, a waiver does not protect the service provider from gross negligence. Indemnification clauses generally provide stipulation for leasing parties to be compensated by the service provider for any damages that may occur. Requiring indemnification clause when renting a facility can be commonly observed. Hiring an independent contractor also may be beneficial for the leasing organization since the independent contractors are responsible for their own negligence. Hence, the service provider would be immune from the independent contactor’s negligence (Ammon, 2001).

Retention is the third component of treating risks. When an organization decides to keep the risk, they need to make the activities safe as possible and assume the responsibilities for

potential injuries or financial damages that may occur as a result of these activities. Risks with low severity with low to medium frequency generally call for retention (Ammon, 2001).

Reduction is the fourth method of treating risks. The primary goal of reduction is to simply reduce the risks that may cause injury or litigation. Indeed, certain injuries are the proximate cause of inherent nature of the activity, but frequency and severity of injuries can be minimized by several appropriate reduction techniques (Ammon, 2001). Specifically, spraining an ankle is an inherent risk in the game of basketball, but such injury can be reduced by mandating the wearing of ankle braces.

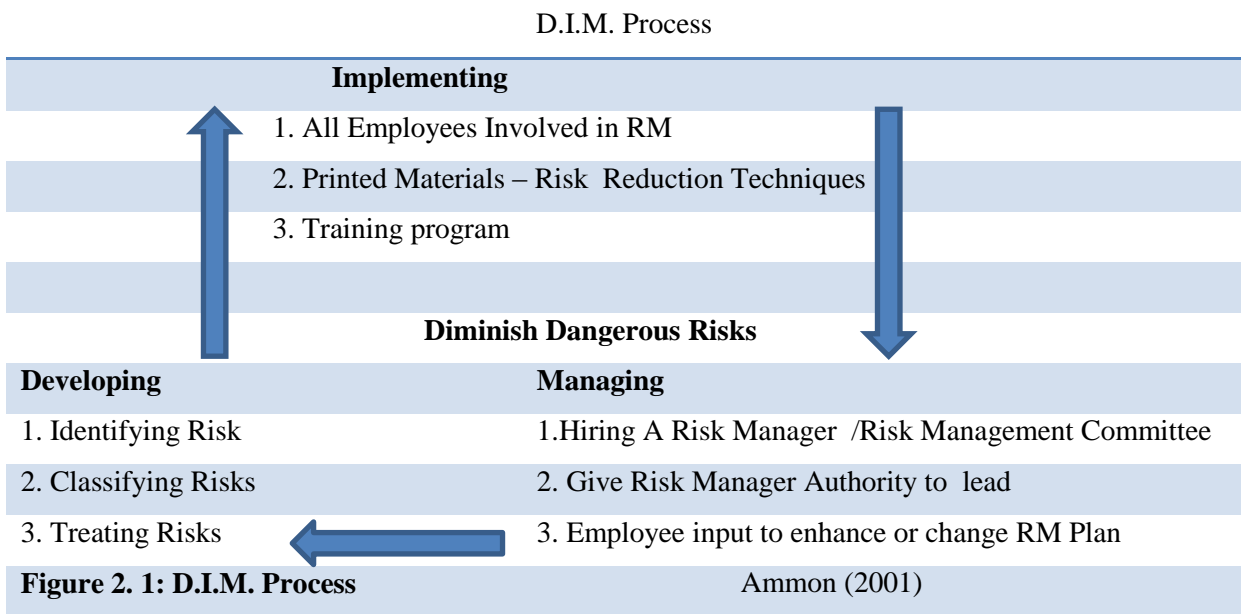
The second phase in the D.I.M. process is the implementation of risk management plan. Implementing risk management plan can be successfully accomplished through effective communication between all employees. In other words, each individual in the organization must understand the overall mission of the risk management as well as his or her roles when the plans are executed. In addition to the oral communication between employees, communication through a printed risk management guideline is recommended. Lastly, a sound training program is another way to establish an effective implementation of risk management plan. Such training program must address a communication of the responsibilities, development of professional judgment and decision making, and credential education/training (Ammon, 2001).

Managing risk management plan is the third and final phase of the D.I.M. process. In order to properly manage the plan, designating a risk manager and risk management committee would be the first step. The selected risk management personnel would be responsible for monitoring a risk management plan, implementing changes, assisting in fostering a genuine risk management attitude among other employees, conducting inspections, reviewing accidents, and supervising in-service training (van der Smissen, 1990). Once a risk manager or risk management committee is formed, “authority to lead” needs to be provided, particularly in the policy statement of the organization, since it provides a foundation for the plan.

Thus, the statement should outline and define the authority of the person responsible for administering the plan. The support from the management staff is also critical in implementing a risk management plan. Without verbal and financial support from the management, a risk manager or risk management committee cannot sustain a sound risk management program. The third and final step in managing the risk management plan is to provide employees with the

opportunity for continual input into the plan. Since risks can constantly change depending on a various situations of the organization, the assessment of risk should also remain flexible. Lastly, a successful risk management plan should be a collaborative effort; employees, supervisors, and managers of all levels need to interact with each other to contribute their own expertise into the risk management plan (Ammon, 2001).The continual success of the plan mandates that employees, supervisors, and managers at all levels have the ability to interact with each other.

Figure 2.1 is the D.I.M. process (Ammon, 2001).



**Hronek and Spengler’s (2002) risk management cycle.** Four steps make up the model developed by Hronek and Spengler (2002). These steps are 1) risk identification, 2) risk evaluation, 3) risk treatment, and 4) risk implementation. Risks are identified in relation to safety/negligence, property loss, contract, or personnel (fidelity) problems. Risk is evaluated as it relates to the experienced or anticipated frequency and severity of incidents. Risks can be treated by retaining, reducing, transferring, and avoiding them. The actions taken in treatment reflect the results of the evaluation process. Risk implementation takes place when something is repaired, changed, or constructed. It also can involve a policy change, verbal warnings, brochures, and other publications, signage, and mass media releases.

## **2.7. History of football in Ethiopia**

On the occasion of the Ethiopia Football Championship Finals in 1947, the Ethiopian Herald commented that: these matches would demand in future a larger and more modernly organized place for their meeting. The Addis Ababa stadium which is in the plan stage cannot be constructed too soon to meet the ever growing number in both participants and the lovers of sports in the city (June 16, 1947).

Its inauguration later in 1947 marked the beginning of stadium construction in most of the Ethiopian provincial towns over the next three decades. Thus, stadiums have to be understood as an entirely urban phenomenon – in Ethiopia as elsewhere. They were built at a time when started a rapid urbanization in Ethiopia. “Although, according to the Central Statistical Office , as cited in Raiq & Hailemariam, only . % or .million people lived in Ethiopian towns in the mid-s, the migratory influx steadily grew. As an indispensable part of the urban design, stadiums became architectural landmarks comparable to train stations. This article locates early stadium construction within the overall attempt to modernize the country which gained momentum after the end of the Italian occupation -. The creation of the modern Ethiopian citizen included ideas of intellectual as well as physical improvement and perfection. As discussed elsewhere, the introduction of so-called modern sports such as football, boxing or gymnastics through modern school systems and the reformed armed forces from the 1920s onwards, as well as the body-related work of ‘invited’ organizations such as the Young Men’s Christian Association (YMCA), became an important aspect of subject formation in the Empire (Bromber, 2013). The bodies of these modern citizens were annually celebrated in the Haile Selassie I Stadium – the most important sports ground – on occasions such as the track and field competition of the Ethiopian Inter School “athletic “Association or the “armed Forces Sports Day. The finals of such sport events became political statements since they were always attended by His Imperial Majesty Haile Selassie who was a staunch supporter of the modern, physical culture. Stadiums also became new places of leisure, of male collectivity – especially through the game of football – and often also of disorder. They provided venues for political acclamation as well as sites to express discontent. As Getahun (2009) emphasized, football matches were always more than just a game. Political conflict, which followed the annexation of Eritrea as the province, was regularly expressed in battles on the football pitch, on the ranks and in after-match-fights of



fans, especially, when the Hamasien team from Asmara played against teams 56 The stadium and the city: Sports infrastructure in late imperial Ethiopia and beyond of Ethiopian provinces (Bahru Zewde, individual statement, March 22, 2014). Obviously, stadiums in Ethiopia had also become what Gaffney and "ale described as unique container[s] of collective emotion which produce[s] experiences that are as varied and complex as the individuals who periodically visit them". Stadiums had their specific evolution that can be analyzed as the spatial enclosure of formally open fields which were gradually transformed into measured spaces. Starting with the first part of the article reflects on the beginnings of an urban sports infrastructure. Despite the fact that Ethiopia went through a brief but cruel period of Italian fascist occupation -, the article argues for further continuity, rather than rupture, in the spatial sportification process of urban centers. In two separate parts the article focuses on the Haile Selassie I Stadium in Addis Ababa and the Baloni-Qañew-Tigray Stadium in Mekelle, the regional capital of Tigray. In doing so, it takes a closer look at stadium construction as part of an increasingly formalized sports infrastructure in Ethiopia between the 1940s and 1970s. Both stadiums were built on former playing fields for football which undergirds the argument that the development of football and the construction of modern stadiums go hand in hand, however differ with regard to their spatial integration into the urban fabric. Whereas the Haile Selassie I Stadium is a good example of how a stadium became part of a modern stadium in city Centre, Mekelle shows how the town's margins, where the Qañew (Baloni) Stadium was located, were linked to the town through sports. This point is driven further by arguing for a temporal shift of the center to the margins through the growing importance of sports in general, the display of physically it youth as the torchbearers of progress and the growing involvement of high level socials in sports. The multi-functional aspects of these particular stadiums as both, sites to measure physical strength and as venues to display political power were presented in that time.

## **2.8. Event and Game Operations**

All of the legal and risk management knowledge is useless to a stadium or event manager if he or she cannot put it into action during the event and game operations of his or her respective stadium or facility. The event and game operations involve the different aspects of managing a stadium on a game day. Operating a stadium is much easier when no events are taking place in them because there are no people in the stadium. However, the operations

become far more complex when people attending a game or event are present in the stadium. They become more complex because when people enter a stadium, the stadium manager is instantly responsible for the safety of those people.

### **2.8.1 .Legal Aspects of Stadium Operation**

The safety of facility event attendees, patrons, spectators and event participants is of primary concern to the facility manager (Madden, 1998). If a facility manager does not keep the facility safe, injuries to attendees, patrons, spectators, and event participants are bound to occur. Although there are many areas of law that are important to a facility manager, the greatest numbers of lawsuits brought against a provider (school, municipality, private enterprise, or non-profit association) are based in negligence liability (van der Smissen, 2001). While lawsuits cannot be prevented they can be minimized when employees understand negligence principles and practice good management (Kaiser, 1986). Therefore, it is essential that a facility manager today understand the elements of negligence and the following briefly examine negligence liability and some law topics related to negligence.

#### **Negligence**

Negligence can be defined as carelessly performing a duty or carelessly failing to perform a duty that results in injury to participant or damage to property (Seidler, 1999). In order to be found guilty of negligence, four elements need to exist: duty, breach, cause, and harm. There are several elements of negligence. Each of the four negligence elements has to be present for a person to recover under a negligence claim. The four elements are:

1. Owed someone a duty.
2. Breaching that duty.
3. The breach of that duty was the proximate cause of the person's injury.
4. The person was actually injured (van der Smissen, 1990). An injury is defined as a legal wrong that causes damage to someone. An injury does not have to be physically visible. Injuries can include psychological injuries, emotional distress, pain and suffering, and future medical or financial requirements. Loss of consortium is another category of damages, which is available to the injured party, his/her spouse, and other close family members and is designed to compensate for lost love and affection (Fried & Appenzeller, 1999).

## **Duty**

As stated previously, the first element of negligence is owing someone a duty. A duty is a legally sanctioned or societal imposed obligation, which if breached, creates a potential negligent atmosphere. If you owe a duty to an event participant, your actions must be conducted in a manner to avoid exposing the participant to potential hazards that are either known or likely to occur. Examples of the types of duties to be held accountable for include the duty to provide:

1. Adequate instruction/supervision.
2. Proper equipment and/or facilities.
3. Reasonable selection or matching of participants (van der Smissen, 2001). If these duties are not upheld in a manner that is “adequate,” “proper,” or “reasonable,” then duty would have been breached. Numerous duties are imposed on an event administrator; some of these duties are ; Inspect the facilities, Provide safe facilities, Supervise the event, Properly match opponents, Provide proper equipment ,and Provide emergency services in a rapid, effective manner (Appenzeller, 1998). Clement (1998) stated that duty makes a person responsible or obligated to behave in a certain way, or to owe a duty to conform to a standard of conduct established by law for the protection of others . According to Fried and Appenzeller (1999) a typical duty you will be held accountable for is the duty to inspect and secure all playing or competition facilities that might be used during a practice or event.

### **2.8.2. Crowd Management**

One of the most important jobs of a facility manager is crowd management. There are many aspects of crowd management. Crowd management consists of seating policies, signage, security, and accommodating persons with disabilities. This section examines the important aspects of crowd management and the techniques that are incorporated to minimize problems. A history of events where crowd management “disasters” arose is also noted. These “disasters “illustrate the immense importance of crowd management at public events.

Why is crowd management so important? One only needs to look at history to get a clear answer. There have been numerous disasters related to crowd management in the past. These disasters emphasized the importance of crowd management and the preparation that

must be taken to host large spectator events.

Moore (1992) acknowledged that there have been five major disasters inside British soccer grounds. Twenty-five persons were killed in Ibrox Park, Glasgow in 1902. In 1946, 33 people died at a match in Burnden Park, Bolton. Disaster struck again at Ibrox Park, Glasgow 69 years after the first disaster. Sixty-six people died at Ibrox in 1971. Fifty-six people died in Valley Parade, Bradford in 1985. Most recently in 1989, 95 people died at Hillsborough, Sheffield. These disasters stemmed from an assortment of problems. Many simply were from overcrowding of a facility and the rush of spectators on gates. Instances where gates were not shut even after the stadium was full and could hold no more fans were the main reasons people died. In other instances the gates were closed, but people jumped fences and climbed walls to get in and no one was present to stop them. Although no one was killed at Wembley Stadium at the first Football Association (F.A.) Cup Final in 1923, it is said that 250,000 people rushed into the stadium that was built to hold only 127,000.

Although many crowd disasters in Europe have occurred at soccer matches, disaster is not unknown at American football games in the United States where several incidents have occurred. One of the most notable was the incident at the University of Wisconsin in 1992. Following Wisconsin's first victory over Michigan since 1981, over 12,000 elated fans surged down 72 rows of seats and crushed fans in the front rows. Although there were no deaths, hospitals reported treating 72 people for injuries (Walsh, 1993).

In the United States, crowd management became a serious topic after an incident in Cincinnati. Eleven fans were killed at a Who concert in 1979 at Cincinnati's Riverfront Coliseum. They had been trampled to death by the stampede of fans trying to get into the arena. This incident was the impetus that really caused facility managers to re-think crowd management. In fact, the IAAM (International Association of Assembly Managers) assembled a task force to analyze this disaster and make recommendations to limit the chances that a disaster like this would happen again (Wertheimer, 1993).

One way to alleviate the chance for disaster is to not sell festival seating. Ticket offices can sell tickets as general admission or reserved seating. General admission allows people to get seats on a first come first served basis. They can pick whatever seat they want according to what is available when they come inside the arena. Reserved seating is

having an assigned seat. The exact seat listed on the ticket is the exact place where the holder of that ticket must sit. These two methods of seating reduce the chance for disaster because one knows the maximum number of people that can be seated at an event. Festival seating allows more people than seats to enter an arena. An effective crowd manager knows when to utilize these seating arrangements and what types of crowds prefer each. A facility manager needs to know the different reactions concertgoers have to different acts (Enders & Muret, 1994).

Madden (1998) found the extent to which security personnel are allowed to search individuals and what items they may take from individuals has been the subject of litigation for many years and recommended that when considering instituting guidelines for searching patrons, that the following be regarded:

1. The search should be minimally invasive. In many cases, a simple search without any actual touching is sometimes sufficient.
2. Adequate signage and notice should be given to patrons regarding the search and their right to refuse the search. They should be notified that they need not comply but may be prohibited from entering if the search is not conducted.
3. Patrons must be treated as equally as possible, with everyone being subjected to the same search procedures.
4. Adequate signage and notice should be given to patrons regarding the search and their right to refuse these arch. They should be notified that they need not comply but may be prohibited from entering if the search is not conducted. A facility that chooses to conduct more invasive searching procedures than those from the preceding guidelines is at serious risk of violating the search and seizure rights of the fourth amendment (Madden, 1998).

One interesting aspect of crowd management is the effectiveness of mounted police. For a number of reasons, mounted police are one of the most effective tools when controlling outside crowds. Mounted police have an advantage due to their 360-degree observation range, height, and the ability to move between parked cars or up and down steep hills. Mounted police are useful in evacuating a crowd and can move information to escort a paramedic team into an area. Using horses in crowd management or emergency response situations outweighs other security options such as foot, bicycle, car or motorcycle patrols. It has been estimated that a person on horseback equals 10 to 15 people on foot. Due to

height, sheer force and movement ability, horse-and-rider teams can gently, but effectively, move people from a potentially harmful situation. In addition, mounted patrols command respect due to appearance and the general public's fascination with horses (Mounted Patrols, 1996).

Finally, the accommodation of persons with disabilities should be a concern of all crowd managers. The Americans with Disabilities Act requires that stadiums and arenas be accessible to people with disabilities so that, their families, and friends can enjoy equal access to entertainment, recreation and leisure. One percent of the seats in an arena need to be in wheelchair seating locations. Each wheelchair location must have a companion seat for an able-bodied guest accompanying the disabled person (Accessible venues, 1998). Among the mandates of The Americans with Disabilities Act is a requirement that physical barriers in existing public accommodations must be removed, if possible. If these architectural changes are financially or structurally impossible, alternative methods of providing service must be provided. Crowd management is the most important aspect of a facility manager's job. By controlling the crowd, a facility manager greatly increases the chance that a fan attending an event will have a pleasurable experience and will want to return. By controlling the crowd a facility manager greatly reduces the chance of litigation against the venue (Swinburn, 1999).

### **2.8.3 Medical Plans/ Emergency**

It is quite ironic to think that a facility manager uses a risk management plan to prevent injuries and crisis, yet also needs to plan for injuries and crisis as well. No activity or event is 100 percent risk-free. Therefore, all programs must have appropriate crisis management plans (Connaughton, 2001). Having an established crisis management plan that is known and regularly practiced by all employees will greatly assist them in the event of an actual crisis.

Seidler (2001) listed examples of emergencies and situations that should be planned for in an emergency action plan or crisis management plan. These include

- 1) Personal injuries of participants, spectators, staff, and visitors.
- 2) Fire.
- 3) Bomb threat.
- 4) Civil disturbance.

- 5) Medical emergencies, including care for the injured.
- 6) Weather related (tornado, hurricane, and lightning storm).
- 7) Hazardous material spill.
- 8) Taking action and interacting with participants, family members of victims, lawyers, and the media during crises or emergencies.
- 9) Evacuation procedures.

The Emergency Action Plan is the basic outline of what to do during various types of emergencies. It should list step-by-step instructions for each type of emergency. The purpose of an emergency action plan is to clearly establish authority and responsibility for administrative actions when it becomes necessary to interrupt events, evacuate patrons, or cancel event activities because of disasters, emergencies, inclement weather, or for other reasons. One person must be assigned the responsibility for administering the emergency action plan (Berlonghi, 1996).

Maloy and Higgins (2000) advised that one critical part of the emergency action plan is to contract or employ emergency medical services. The medical services personnel should be trained, certified, and experienced as emergency medical technicians (EMT). Maloy and Higgins (2000) suggested that the emergency medical service should offer

1. A person employed or contracted that can recognize emergency medical problems and sum on the proper assistance.
2. Immediate response to the injured or sick with basic EMT competence.
3. Available radio or phone communication to provide any advanced emergency medical care through the community's EMS system.
4. Available on-site EMS equipment including oxygen, backboard, and neck collars.
5. Available, clean, comfortable first aid area away from the concourse.
6. Provide, in advance; maps to responding emergency vehicles displaying the correct pick-up points for each facility.
7. Backup care and transportation in case of multiple emergencies.
8. Documentation of all incidents containing attention given, and refusals of care.

According to Appenzeller (1985), event managers need to coordinate on-site facilities with the closest permanent medical facilities. They need to develop response codes and assess the emergency medical care needs of patrons.

#### **2.8.4. Parking and Traffic**

Attending “big-time” sporting events often is accompanied with the frustration of traffic jams and overcrowded parking lots. Snarled traffic can mean lost revenue in tickets and concession sales (Maraghy, 1998). However, with some planning and foresight, some of the parking and traffic problems can be alleviated or at least diminished.

Berlonghi (1990) stated that any condition or circumstance such as closed streets, other events, and accidents that can create traffic congestion must be anticipated. It is imperative that appropriate traffic authorities (city, county, state, police, highway patrol, bridge and tunnel authorities) be informed in writing of the type, date, location, and projected attendance of an event. Major intersections near the venue may need some type of police or traffic monitoring presence. Event parking is a risk management concern for three reasons. First, parking is the place where first impressions are made. Confusion in the parking lot may cause accidents and injuries and may set a disorderly tone for the rest of the event. Second, accidents and crimes can occur in parking lots before, during and after an event. Finally, parking can produce profit and should be well planned. No matter how much revenue you expect to generate from parking, no corners should be cut in providing safe and secure parking areas (Berlonghi, 1990).

Parking provides a unique blend of circumstances that at times are under your control and other times open to influence from people both within and external to your event. For example, baseball fans park and watch a game while football fans make a day of the game including tailgate parties. Game time affects the parking lot as day games for football produce crowds for most of the day while afternoon baseball games have a more condensed time window (“Outside the arena, parking is the name of the game,” 1997).

An event manager has a duty to protect individuals in authorized event parking lots from all known or reasonably foreseeable risks. You also owe a duty to inform spectators about risks associated in adjoining lots or facilities if the area is a high crime area (Fried & Appenzeller, 1999).



## **CHAPTER THREE**

### **3. RESEARCH METHODOLOGY**

#### **3.1. Study area**

The study areas comprises of selected stadium , which were well known and frequently used for sport activities of Ethiopia , and significantly known to have the same cultural and social background and similar sport culture. Whereas the study only focused on some selected existed stadiums of Ethiopia that hosted the majority of Ethiopian premier league Football clubs in; Tigray Stadium, Addis Ababa Stadium, Dire Dawa Stadium, and Awassa Kenema Stadium .

#### **3.2. Research Design**

The study was cross-sectional in nature within a case study technique that used to answer the proposed research questions in this study since survey research was the most frequently used method to observe social behaviors. Indeed, Creswell, J. W. (2012) stated that a survey design provides a quantitative or numeric description of trends, attitudes, or opinions of a population by studying a sample of that population.

#### **3.3. Population of the study**

Babbie (2007) defines population as a group of elements or cases - be it individuals, objects or events - that conform to specific criteria. White (2005) states that a population is the sum total of all the cases that meet the definition of the unit of analysis. For the purpose of this study, the population was the beneficiary of people in different categories of existed football stadium.

Population of the study was Stadium managers and technical, Coaches, and football Players of home teams premier league clubs;

**Table1; Existed stadiums in Ethiopia**

<b>N o</b>	<b>Stadium</b>	<b>Location</b>	<b>Capacity</b>	<b>Home Team(s)</b>	<b>Hosted Selected clubs</b>
1	Bahir Dar Stadium	Bahir Dar	60,000	National team	
2	Tigray Stadium	Mekelle	40,000	Mekelle 70 Enderta F.C.	Mekelle 70 Enderta F.C.
3	Addis Ababa Stadium	Addis Ababa	35,000	Saint George FC, Ethiopian Coffee FC	Ethiopian Coffee FC
4	Abebe Bikila Stadium	Addis Ababa	30,000	Dedebit F.C.	
5	Woldiya Stadium	Weldiya	25,155	Woldia S.C.	
6	Awassa Kenema Stadium	Awassa	25,000	Awassa City F.C.	Awassa City F.C.
7	Dire Dawa Stadium	Dire Dawa	18,000	Dire Dawa City	Dire Dawa
8	Wonji Stadium	Wenji	14,000	Muger Cement, Wonji Sugar	
9	Harrar Bira Stadium	Harar	10,000	Harrar Beer Bottling F.C.	

Source ;[https://en.wikipedia.org/wiki/List\\_of\\_football\\_stadiums\\_in\\_Ethiopia](https://en.wikipedia.org/wiki/List_of_football_stadiums_in_Ethiopia)

### **3.4. Sample Size and Sampling Technique**

The researcher identifies a set of participants, i.e. a sample, which is more manageable and cost effective to work with if weighed against the engagement of the entire pool of available cases in the research.

Corbetta (2003) explains that sampling is the procedure employed to pick out a specific set of units from the population, thus a limited number of cases chosen according to specific criteria.

According to Welman and Kruger (2001) state that no probability sampling is convenient and economic when the selected sample is small. When purposeful sampling is employed, information-rich data are obtained, because only well-informed persons with knowledge of and insight into the problem are used to provide opinions.

Mills (2003) describes purposeful sampling as the selection of information-rich cases for an in-depth study which is helpful when one wants to gain insight into something peculiar to a particular group, thus doing away with the need to generalize the findings to all available cases. In purposeful sampling the researcher selects particular elements from the population that is representative or informative about the topic of interest. Purposeful sampling was used in this study as participants were selected at the researcher's discretion in an attempt to obtain information-rich responses from a relatively small sample.

In order to develop the subject, this study was use a qualitative and quantitative method. The qualitative approach presented to football stadiums users. This survey were used to gauge the user's perception regarding the performance of five services; risk management, legal aspect, crowded management, medical plan, and parking and traffic control, to reflect available data concerning the existing services in football stadiums.

While we conduct research it's obvious that data collected from the whole population makes the accuracy of research findings to be very high. But to do this one has to consider the characteristics of the population, time, financial and potential to decide whether to collect data from the whole population or select a sample. Therefore, considering these criteria sample of the case study research purposive sampling for club manager and coaches, 11 players by availability sampling from each home team's premier league clubs.

### **3.5. Source of Data**

The researcher used both primary and secondary data sources. The researcher gathered primary data from the participants through Questioner and interview to assess the Status of selected stadium.

As well as the secondary data were obtained from written documents or records such as previously done and reported materials.

### **3.6. Data Collection Instruments**

In order to gather adequate and reliable data researcher used a triangulation tools i.e. questionnaire, interview and document analysis. Patton (2002) states that methodological triangulation involves the use of multiple quantitative and qualitative methods that used for cross check ups to study any the program.

### **3.6.1 Questionnaire**

Questionnaires was also very important instrument in the process conducting research for the collection of data kinds of questionnaires were used for the risk management, legal aspect, crowded management, medical plan, and parking and traffic control.

The items in the questionnaires for respondents was focused on awareness, training and role of Expertise for the application of active management

### **3.6.2 Interviews**

An interview was defined as a specialized form of communication between people for a specific purpose associated with some agreed subject matter. Important in the context of this study was key informant interviews where the researcher wanted to probe the views of a small number of elite individuals who had a particular experience or knowledge about the subject being discussed

It is also a very useful instrument to understand reasons why and how things happen and the way they happening. The major way in which any researcher seeks to understand the perceptions, feelings and knowledge of people in programs is through in-depth and intensive interviewing. Some literature indicates that interview has three forms. These were structured, semi structured and unstructured. To gather more detailed information from Expertise of the stadium researcher employed semi-structured interview. It is because these people are small in number and their position is important in describing Status of Facilities is being implementing as planned or not. Each session of interview takes an average of 15-20 minutes. The semi structured interview was reviewed and expanded immediately after each session of data collection.

### **3.6.3. Document analysis**

Babbie (2007) posits that document analysis often is used in combination with other qualitative research methods as a means of triangulation (the combination of methodologies in the study of the same phenomenon). The qualitative researcher is expected to draw upon multiple (at least two) sources of evidence; that is, to seek convergence and corroboration through the use of different data sources and methods. Bowen (2009) asserts that document analysis is a systematic procedure for reviewing or

evaluating documents - both printed and electronic (computer-based and Internet-transmitted) material. Like other analytical methods in qualitative research, document analysis requires that data be examined and interpreted in order to elicit meaning, gain understanding, and develop empirical knowledge (Corbin & Strauss, 2008).

Documents that might be used for systematic evaluation as part of a study take a variety of forms. They include advertisements; agendas, attendance registers, and minutes of meetings; manuals; background papers; books and brochures; diaries and journals; event programs (i.e. printed outlines); letters and memoranda; maps and charts; newspapers (clippings/articles); press releases; application forms, and summaries; radio and television programme scripts; organizational or institutional reports; survey data; and various public records. These types of documents are found in libraries, newspaper archives, historical society offices, and organizational or institutional files (Bowen, 2009).

### **3.7. Procedure of Data Collection**

As long as the procedure of data collection was concerned, the researcher would have gotten through the following steps, so as to collect the relevant data. The first thing is getting permission from the Sport Science Department. After the researcher got permission, distributes the questionnaires to the respondents, after precise introduction so as to let them to know the purpose of the study. These data were collected from football players, coaches, Sport manager and technical administrative through the proposed data collecting instruments. After both the data collection tools (questionnaires and interviews) were distributed to sample respondents of the study to fill and write their opinions, they were returned back finally to the researcher and expertise for analysis and interpretation. Not only this but also the researcher had given special considerations for the collected data while analysis was taking place.

### **3.8. Method of Data Analysis**

The collected data was analyzed using descriptive statistics and mean item score using Statistical Package for the Social Sciences (SPSS) version 23. The data results were ranked accordingly based on five services assessments of risk management, legal aspect, crowded management, medical plan, and parking and traffic control.

An analysis of qualitative data undertaken in such a way, first the data were categorized in to themes using key phrases and words. Through a coding process, the qualitative data were translated into specific categories for the purpose of analysis.

### **3.9. Ethical Considerations**

Ethical clearance was obtained from the Research and Postgraduate Coordinating Office College of Natural Sciences, Jimma University. Permission was obtained from football stadium administrative. The purpose of the study was explained to participants in order to get informed verbal consent. A written consent form was read to each respondent to obtain their agreement. To ensure confidentiality of respondents, their names were not register on the questionnaire.

## CHAPTER FOUR

### 4. Results and Discussion

This chapter is a compilation of the results from the data analysis. The questionnaire was distributed to eight manager and technical directors as well as forty-four players of home team football stadiums. Forty eight respondents returned the completed questionnaire for a 100% response rate. All of the questionnaires were usable. Results presented in the order they appeared on the questionnaire. The sections of the chapter were demography of respondent, risk management, legal aspects, crowd management procedures, medical plans, and parking and traffic control.

#### 4.1. Demographic characteristics of respondents

**Table 4.2. Respondent demography**

Items	Category	% Of respondents
Age	20-25	(36%)
	26-30	(52%)
	31-35	(7.6%)
	36+	(4%)
Sex	Male	(90.3%)
	Female	(9.6%)
Education level	Phd	(0%)
	Msc/MA	(11.5%)
	BSC	(25%)
	Diploma	(42%)
	No college	(17%)
Years of Work experience	1-3	(71.1%)
	4-6	(17.3%)
	6-10	(11.5%)
	10+	(0%)
Ownership of Host Facility		
	Private Organization	(9.6%)
	Municipality	(80.7%)
	Academic Institution	(0%)
	Other	(9.6%)

Table 4.2 states that Out of 52 participants (90.3%) were male and (9.6%) were female this implies that, the sex distribution and participation of females in risk management of stadium needs high consideration . Majority of the participants (52%) in the age group of 26-30 years. It indicates that most of the respondents were young, which is in the productive and high opportunity to expose themselves in risks and as well as youngster spectators in stadiums, so it needs great attention to inform those youngsters to be saved from operational risk of stadiums. In addition, the most academic qualification of the respondents were Diploma holders (42%) and only (25%) of the respondents hold first degrees. Moreover, year experience in home team club were investigated in this study; thus the majority of respondent Years were 1-3 (71.1%) this implied that it minimize ownership of facility In other hand the Ownership of Host Facility (80.7%) owner of stadium is government and more than this interview assure that all football stadium of Ethiopia governed by government ,This implies between ownership and beneficiary there is no sufficient communication in relate to stadium management and it need further investigation of facility management.

## 4.2. Interpretation of data

### 4.2.1. Risk Management

**Table 4.2 Risk Management**

No	Items	Yes	No
		(%)	(%)
	Possess a Standard Operating Procedures manual for football facility operations	(62%)	(38.4%)
2.	Provide a manual to each individual who is involved in football stadiums and game management	(13.5%)	(86.5%)
3.	Risk manager employed at facility	(11.5%)	(88.4%)
4.	Safety committee used at facility	(59.6%)	(40.4%)
5.	Risk management plans in facility are reviewed with follow-up and corrective actions with follow-up and corrective actions	(63.4%)	(36.5%)
6.	Written schedules exist for inspection of electrical components	(90.3%)	(9.6%)
7.	Written schedules exist for inspection of mechanical components	(25%)	(75%)
8.	Written schedules exist for the inspection of structural components.	(7.6%)	(92.3%)
9.	There is a risk manager or broker who advises the stadium on insurance coverage and exclusions for the facility regarding liability policies	(29%)	(71%)



10.	Spectator injuries are covered by insurance	(25%)	(75%)
11.	Event staff, especially private security, are briefed On the meaning and implications of negligence	(11.5)	(88.4%)
12.	Pre-formatted serious incident reports are used For documenting accidents and/or injuries	(65.3)	(35%)
13.	Concession operations are contracted to an Outside agency	(15.4%)	(84.6%)
14.	Concession stand personnel are in radio contact With medical and law enforcement officials	(77%)	(23%)
15.	Records are available documenting health and sanitation inspections	(69.2)	(30.7%)
16.	Policies exist regarding the collection of money from the concession stands	(63.4%)	(36.5%)
17.	Security or law enforcement officials provide security during transport of cash to central collection point from ticket kiosks or box offices	(55.8%)	(44.2%)
18.	Ticket taking operations are done in-house	(82.6%)	(17.3%)

The above table 4.3 indicate that in regards to Possess and provided a Standard manual for stadiums still in mature in all selected stadiums were as item 6,7,and 8 show that no written schedule for electrical ,mechanical ,and structural components is not give focuses in most stadiums and item 9 addresses that (29%) concerned to persons who control risks (71%) of them respond that no issue of risk management rather than game wining, and no concerns about spectators In parallel to the above idea some of the interviews side that:-

*(Code: A1,D2 April, 2019) stated there is Spectators who injured right now. There have been injuries in the previous time as well. Injuries happened during the game home team and outside team... Code: M2,H1 they are hurt why government provided stadiums for private club to make functionalize. The problems occur related with the / facility operation and human power as well as damaged facility becomes hazard for spectators; it means that the existing facility is not with the proper condition for spectators because of this every game time obstacle of seating iron lead to injuries, and no manager to report the situation for maintenance as well as taker for Stadiums customer.*

#### 4.2.2, Legal Aspects Results

**Table 4.3, Legal Aspects of football stadium**

No	Items	Yes	No
		(%)	(%)
1	Legal counsel involved in the orientation/ training of facility and game management staff	(21%)	(78.8%)
2	Legal counsel involved in the design and implementation of game and risk management policy	(13.5%)	(86.5%)
3	Written policies exist for dealing with complaints ,injuries ,and accidents	(13.5%)	(86.5%)
4	Facility management has been involved in litigation resulting from a football related incident within the last 5 years	(46%)	(53.8%)
5	Legal counsel reviews all facility contracts	(23%)	(77%)
6	Indemnification clauses exist in your contracts with outside agencies	(35%)	(65.3%)
7	Contracts for outside use require certificates of insurance	(30.7%)	(69.2%)

The second section of the questionnaire examined different legal aspects of stadium operations. The results of the section on legal aspects of stadium operations are shown in Table 4. The involvement of legal service concerning to training ,design of the game, legal counsel for game implementation, Written policies exist for dealing with complaints ,and legal counsel for football operation service were below average.

Supporting the above result some of the interviews explain that:-

*(Code: M1, D1 and H2 April, 2019) suggested that Legal Aspects services were essential for facility operation, But stadium have no legal ground to make flat form. Code: A2, D2 and H1 May, 2019 that a Legal Aspects of our stadium does not main issues like Legal counsel involvement, Iterance and Exit polices as well as contract to other organization.*

#### 4.2.3 Crowd Management Results

The fourth section of the questionnaire pertains to crowd management procedures. The results are shown below.

**Table 4.4, Crowd Management in football stadium**

No	Items	Yes	No
		(%)	(%)
1.	Crowd management services are used by the facility	(44.2%)	(55.8%)
2.	Crowd management employees are required to participate in facility training and/or orientation	(7.6%)	(92.3%)
3.	Policies exist regarding the ejection of disruptive, unruly, or intoxicated fans.	(13.5%)	(86.5%)
4.	Paper work documenting the incident accompanies	(46%)	(53.8%)
5.	Appropriate signs exist directing fans to various facility locations or services	(13.5%)	(86.5%)
6.	Signs are located at entrances identifying what items are prohibited or allowed into the facility	(30.7%)	(69.2%)
7.	There are written emergency evacuation procedures for the disabled	(21%)	(78.8%)
8.	Wheelchair bound fans are provided with clearly marked seats	(44.2%)	(55.8%)
9.	Wheelchair bound fans have the opportunity to sit with companions	(30.7%)	(69.2%)
10.	Wheelchair bound fans have the opportunity to purchase normal “prime seat” locations	(63.4%)	(36.5%)
11.	Assisted listening devices (ALDs) are available to the hearing impaired	(9.6%)	(90.3%)
12.	Policies exist regarding the sale of tickets for More than their face value (scalping)	(21%)	(78.8%)
13.	The scalpers are arrested	(36.5%)	(63.4%)
14.	The stadium has a command post during games where representatives from different game management agencies are in communication with each other	(67.3%)	(32.7%)
15.	Bags or purses are searched when fans enter the stadium	(46%)	(53.8%)
16.	Spectators are allowed to exit and re-enter the stadium	(29%)	(71%)
17.	Fans are allowed on the field after games	(44.2%)	(55.8%)
18.	Steps are taken to stop fans from tearing down the goal posts	(32.7%)	(67.3%)
19.	Video cameras are used to monitor crowds	(27%)	(73%)
20.	Mounted police are used in and/or around the stadium	(63.4%)	(36.5%)

On the above organized data that collected from four selected stadiums use crowd management services, (44.2%) it implied that still under expected of crowd management of stadiums and also almost all stadiums use region and federal police to perform crowd management. In item3, is allowed to perform the ejection where it occurs were: police security, users, and other with federations but, home team member does not participated In

relation to item 5,6 Appropriate signs not exist to directing fans a various facility locations services or indication of prohibited or allowed into the facility. Items 7-11 no document that guide them rather than performing humanities, were as Command post in a better way performing by supporting video cameras and mounting polices but no specific legal base of stadium to inform the issues for spectators.

Supporting the above result some of the interviews explain that:-

*(Code: M1 and H2 April, 2019) suggested that even though Crowd management services were very essential for facility and financial management it is difficult to implement and prepare polices in stadium service being ownership is government. Code: A2, D2 and H1 May, 2019 that the crowded management of our stadium does not practice pre-consideration issues like arrangement of video camera and mounted polices during game. Code: A1, D11 and M2 they were confirm that sometimes no of spectators is more than setting, But; the less contact the attendants have to make with the crowd the better.*

**Table 4.5. Emergency and Medical Plan**

No	Items	Yes (%)	No (%)
1.	A written medical services plan exists	(13.5%)	(86.5%)
2.	Emergency medical transportation is available on-site during an event	(84.6%)	(15.4%)
3.	Medical services plan has been coordinated with those responsible for security	(59.6%)	(40.4%)
4.	Spectators are advised on how to sum on emergency assistance	(71%)	(29%)
5.	A lightning detection system is used at the stadium	(17.3%)	(82.6%)
6.	Policies exist for evacuating the facility due to bomb threats, severe weather, or other potential disasters	(75%)	(25%)
7.	Evacuation plan is practiced	(29%)	(71%)
8.	Policies exist as to who makes the public address announcement regarding an evacuation and what they are to say	(35%)	(65.3%)
9.	Bomb-sniffing dogs are used at the facility prior to a game	(5.8%)	(94.2%)

As above table item 1, 2 and 3 that indicated Emergency medical services 84.6% practiced by collaboration of health office .Spectators emergency assistance is also shown 71% as indicated above. Item 6, 7, and 8 show that evacuation plan and implementation is in

average as well as item 9 indicates 5.8% coverage.

Beside above results Interview (Code: A1, D2, M2 and H2 May, 2019) explained that per game there is meeting of Emergency and Medical Plan to sustain their clubs (Code: A2 explain that Bomb-sniffing dogs were used in one stadium during festivals only.

#### 4.2.5. Parking and Traffic Control Results

The questionnaire pertained to the parking and traffic control operations during football games. The results of this section are illustrated in Table 6.

**Table 4.6. Parking and Traffic Control**

No	Items	Yes (%)	No (%)
1.	Stadium has a written parking operations plan	(75.7%)	(24.3%)
2.	Maps of parking lots are provided in advance	(35%)	(65.3%)
3.	Security personnel remain in the parking lots during the game	(69.2%)	(30.7%)
4.	Security personnel remain in the parking lots after the game	(44.2%)	(55.8%)
5.	Season ticket holders have the ability to purchase Reserved parking spaces	(7.6%)	(92.3%)
6.	Inspection or maintenance schedules include Reviewing the parking lots	(13.5%)	(86.5%)
7.	Traffic flow operations are administered by a law enforcement agency	(17.3%)	(82.6%)
8.	Public transportation vehicles are utilized to Reduce the volume of traffic	(48%)	(52%)
9.	Normal traffic patterns are altered to accommodate The ingress and egress of football traffic	(78.8%)	(21%)
10.	Adequate sign age is used on major thorough fares To direct arriving spectators	(21%)	(78.8%)

According to the above information security remain in the parking lots during the game, and specified that they use law enforcement as part of the security in the parking lots. And no private security in the lots during the game.

In relation to item7, of the all stadiums where traffic flow operations are administered by a federal police ,city police are represented in the administration of traffic flow operations at all of the stadiums .

Item 8 reported that 48% of the stadiums used public transportation vehicles. But there aim is not to reduce the volume of traffic during football games.

*Supporting the above result some of the interviews explain that:-*

*(Code: H1, D1, and A1 April, 2019) comments that Parking and Traffic Control services were no consideration in our organization. Code: M1, and A2 May, 2019 that the Parking and Traffic Control have concern of every game meeting ,But does not practice as pre-consideration issues From the beginning of stadium construction Parking area to operation has miss understanding , That means no one thinks about Parking and Traffic Control in and out stadium rather than checking individual, Pre to post game.*

### 4.3. DISCUSSION

The findings from this research have provided an insight into risk management practices implemented in five services of legal aspect ,risk management, crowd management, medical plan , and parking and traffic control in Ethiopia football stadium Event managers were aware of and understand the importance of risk management. However, a number of stadium service have emerged from the findings.

Firstly, there are strong perceptions and positive attitudes towards risk management planning among event managers and home team clubs. The positive attitudes of concerned body's for event management were identified as a contributing factor to their intentions to implement risk planning practices and inadequate operation of stadium service is shown .

According to Huh et al. (2009) proposition that attitudes were generated as a consequence of individual beliefs was also evident among event managers.

Building designs can either make the job of a crowd manager easier or, often the case, harder. Facility design can contribute significantly to crowd management problems. For example, a facility designed to permit large crowds of spectators to enter in waves is more likely to have problems than a facility that requires spectators to gather some distance away and enter in narrower lines (Antee & Swinburn, 1990).

The challenges in implementing the facility management of football Stadiums were Parking a lots can represent significant opportunities for criminals to hide and attack. The liability for such assaults can be immense.

Fried and Appenzeller (1999) addressed the concern for fights between individuals in parking lots and the security that is needed in these lots. Fried and Appenzeller (1999) stated that the “Lets take this outside” mentality often leads to fights in a facility's parking lot.

All crowd management personnel should be trained in how to manage crowds appropriately. Use of excessive force when trying to control a crowd can be dangerous and expensive. A good example of this is the case of *Mekelle 70 Enderta F.C. Vs. Ethiopian Coffee FC, at Addis Ababa* stadium spectators and federal polices in 2/06/2019 G.C ,

Antee and Swinburne (1990) stated that managing a crowd is never easy, but there are techniques to establish that will make the job easier. The most important aspect of crowd control is signage.

Stadium demographic factors such as: The seating capacities of the stadiums, time of games , geographic location, ownership of the stadium, region and club experience ,year of club establishment, non-football related events that had the strongest relationship with certain risk management practices and the results also found that there were no relationships among the other stadium demographic .

Ammon (1993) the larger the capacity of a stadium, the more likely the stadium will have legal counsel review and the more likely the stadium was to have a medical services agency represented in the command post.



## CHAPTER FIVE

### 5. Summary conclusions and Recommendations

#### 5.1 Summary

This study was an assessment of risk management in existing football stadiums of Ethiopia; Whereas the study only focused on some selected existed stadiums of Ethiopia that hosted the majority of Ethiopian premier league Football clubs in; Tigray Stadium, Addis Ababa Stadium, Dire Dawa Stadium, and Awassa Kenema Stadium and this survey was used to gauge the user's perception regarding the performance of five services; legal aspect, risk management, crowded management, medical plan, and parking and traffic control, to reflect available data concerning the existing services in football stadiums.

To this ends the study tries to answer the following basic questions. What are the risk management practices implemented in the football stadiums? , What are the challenges in implementing the facilities in football stadiums? , Does the demographic factor of football stadiums have association with risk management practices? .

The study employed by descriptive survey method and samples were selected with purposive and multi stage sampling technique. The subject of the study was coach, club manager, players and technical employers of hosted stadium or youth and sport office. The information was collected from the samples of respondents through Questioner, interviews, and document analysis. The data was analyzed through using percentages, tables, and frequency. Were as information obtained through qualitative data was analyzed by paragraphs to support and assure the quantitative data. Based on data analyzed the following finding were obtained.

Majority of respondents react that scientific operation were not practiced in there facility because of ownership of the stadiums as well as lack of facility professionals or stadium managers, service years of employers, demography of club and stadiums, and lack of standard written guidance for their customers for this reason pre-Mach committee always debating each other to realize operation of the stadiums.

## **5.2. Conclusions**

Overall football stadiums that selected addressed items in sections five through different questionnaires certainly, a major influence on this is the attention risk through stadiums. However, many risk management practices are in place, not necessarily predicted coverage of the risk but for the general safety of stadium customers from everyday accidents and incidents. The professional training that stadium managers are receiving may be another reason why stadiums are generally practicing sound risk management.

In relation to the second research question, it is very difficult to implement stadium operation service. Although research question two hoped to find the relationships between risk management practices and certain stadium demographic features, relationships were found. The findings did show that stadium capacity had the most relationships with risk management practices. More sound risk management practices were performed by larger stadiums than smaller stadiums. The finding seems logical in that one would likely operate a 60,000 seat stadium differently than a 10,000 seat stadium, especially in regards to risk management. The main reason being that a stadium manager simply has more people he or she has a duty to keep safe in a larger stadium.

Finally, the most notable finding of the research in regards to the stadium operators was mostly males. Another interesting finding for responsible body to manage football stadium educational background is not required rather than preferring experience person for Younger stadium as well as older stadium.

People need to be directed where to go from the time they start driving toward your arena or stadium parking lot. They need to know where they should go to get tickets, where their seats are, where the restrooms are, where the concessions are, and how to exit the building. Spectators also need to know what they are not allowed to do inside the arena and what they cannot bring inside an arena. If coolers are not allowed in an arena there should be a sign at the entrance that clearly states so. People don't like to be told they cannot do something; because. It is a lot easier to tell a person they cannot do something and then show them the sign that clearly states the reason. This way they don't feel as if they are being singled out. The sign shows them that the policy is for all that enter the venue.

### 5.3. Recommendations

There are a recommended risk management practices that more stadiums should think about implementing.

Another recommendation is not allowing spectators to exit and re-enter the stadium. Currently, (71%) of the stadiums not allow this. no stadiums should have security personnel remain in the parking lots after the game.

Based on the findings of this study and there view of the related literature, the following suggestions were made:

- Many risk management practices are simply not practiced because someone in charge of the operations of the stadium may believe they are just not that important. A study to find out the practices that are believed to not be important would be valuable.
- It would be very interesting to determine the risk management practices that are implemented in very volatile parts of the stadiums.
- Pre-to post game certain risk management practices really accomplish what they are in place for. Stadium, then management may want to re-address how bag checks are conducted and whether they are really effective.
- Crowds can be managed without spoken words by simply setting a tone. Facility staff and security personnel can have a significant influence on crowd behavior beginning in the parking lot, continuing into the facility and back out again after the event.
- Event staff should be friendly with spectators and talk with them in a respectful way ; Crowd management simply put, “is getting people to do what you want”. The easiest way to get someone to do what you want is often the one method people overlook. It simply includes the words “please” and “thank you”.
- Properly trained and equipped staff and others associated with an event can convey the message that a certain type of behavior is expected in connection with the event. A key element in setting the appropriate tone is communication among everyone involved, from the facility manager to the parking attendants, security, concerns staff, local law enforcement agencies, promoters, and producers.
- Facility management staff should directed spectators where to go from the time they

start driving toward stadium parking lot. It need to introduce where they should go to get tickets, where their seats are, where the rest rooms are, where the concessions are, and how to exit the building. Also they have to know what they are not allowed to do inside the stadiums and what they cannot bring inside stadiums.

- Federal and regional sport office as well as law collaborative agencies should prepare a sign documents at the entrance that clearly states rule and regulation of stadium.



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APPENDIX A  
JIMMA UNIVERSITY  
SCHOOL OF GRADUATE STUDIES  
COLLEGE OF NATURAL SCIENCES

**DEPARTEMENT OF SPORT SCINCE**

Questionnaires for Officials and coaches

Dear Respondents! The purpose of this questionnaire is to get pertinent information about the current situation of Risk management Assessment of Football Stadiums in Ethiopian in Ethiopian stadiums. The study can be successfully accomplished only when you complete items honestly and frankly.

Note: the information you give will be used only for research purpose. You are kindly requested to fill all the questions honesty.

**Thank you for your cooperation!!!**

**Instructions:**

- Please put a thick ‘✓’ mark for the following items to indicate your answer, or by writing where necessary.
- Please consider each item carefully to determine how you deal with the subject matter in facility of football.
  
- Please circle the appropriate answer in the right-hand column as they pertain to the question in the left-hand column.

**Part one: background information of respondents**

1. Name of your Home team Stadium. \_\_\_\_\_
2. Sex:                    Male                     Female
3. Age:                    15-20 years     21-25 years     ≥ 26
4. Education level :    Diploma     Degree     PHd     Another ; \_\_\_\_\_
5. years of Experience in your office : 1-3  4—6  6-110  and above
6. Ownership of Host Facility  
 Private Organization                     Municipality  
 Academic Institution                     Other

O	1. RISKMANAGEMENT	yes	No
1.	Do you have a Standard Operating Procedures (SOPs) manual for football facility operations?	1	2
2.	Do you provide a manual to each individual who is involved in football operations and game management?	1	2
3.	Is there a risk manager employed at your facility?	1	2
4.	Is a safety committee used at your facility?	1	2
5.	Are risk management plans in your facility reviewed with follow-up and corrective actions?	1	2
6.	Do written schedules exist for the inspection of: Mechanical Components?	1	2
	Electrical Components?	1	2
	Structural components?	1	2
7.	Is there a risk manager or broker who advises you on insurance coverage and exclusions for the facility regarding liability policies?	1	2
8.	Is event staff, especially private security, briefed on the meaning and implications of negligence?	1	2
9.	Do you use pre-formatted serious incident reports are used for documenting accidents and injuries?	1	2
10.	Are concession operations contracted to an outside agency?	1	2
11.	Are concession stand personnel in radio contact with medical and law enforcement officials?	1	2
12.	Are concession stand personnel in telephone contact with medical and law enforcement officials?	1	2
13.	Are records available documenting health and sanitation inspections?	1	2
14.	Do policies exist regarding the collection of money from the concession stands?	1	2
15.	Does security or law enforcement officials provide security during transport of cash to central collection point from ticket kiosks or box offices?	1	2
16.	Are tickets taking operations done in-house?	1	2
<b>2. LEGAL ASPECTS</b>			
1	Is legal counsel involved in the orientation/training of facility and game management staff?	1	2

2	Is legal counsel involved in the design and implementation of game or risk management policy?	1	2
3	Written policies exist for dealing with complaints, injuries, and accidents?	1	2
4	Has facilities management been involved in litigation resulting from a football related incident within the last five years?	1	2
5	Does legal counsel review all facility contracts?	1	2
6	Do indemnification clauses exist in your contracts with outside agencies?	1	2
7	Do contracts for outside use require certificates of insurance? Indicate amount required -----	1	2
<b>3. CROWD MANAGEMENT PROCEDURES</b>			
1.	Are crowd management services used by the facility?	1	2
2.	Are crowd management employees required to participate in facility training and orientation?	1	2
3.	Do policies exist regarding the ejection of disruptive, unruly, or intoxicated fans?	1	2
4.	Does paperwork documenting the incident accompany ejections?	1	2
5.	Do appropriate signs exist directing fans to various facility locations or services?	1	2
6.	Are signs located at entrances identifying what items are prohibited or allowed into the facility? What items are prohibited in your facility?	1	2
7.	Are there written emergency evacuation procedures for the disabled?	1	2
8.	Are wheelchair bound fans provided with clearly marked seats?	1	2
9.	Do wheelchair bound fans have the opportunity to sit with companions?	1	2
10.	Do wheelchair bound fans have the opportunity to purchase normal "prime seat" locations?	1	2
11.	Are Assisted listening devices (ALDs) available to the hearing impaired?	1	2
12.	Do you have policies regarding the sale of tickets for more than their face value (scalping)?	1	2
13.	Are the scalpers arrested?	1	2
14.	Does the stadium have a command post during games where representatives from different game management agencies are in communication with each other? Which agencies are represented:	1	2

	facility_____ law enforcement_____ medical_____ crowd management__ other__		
15	Are bags or purses searched when fans enter the stadium?	1	2
16	Are spectators allowed to exit and re-enter the stadium?	1	2
17	Are fans allowed on the field after games?	1	2
18	Are steps taken to stop fans from tearing down the goal posts?	1	2
19	Are video cameras used to monitor crowds?	1	2
20	Are mounted police used in or around your stadium?	1	2
<b>4. EMERGENCY AND MEDICAL PLAN</b>			
1	Does a written medical services plan exist?	1	2
2	Is emergency medical transportation available on-site during an event?	1	2
3	Has the medical service plan been coordinated with those responsible for security?	1	2
4	Are spectators advised on how to summon emergency assistance?	1	2
5	Is a lightning detection system used at your stadium?	1	2
6	Do policies exist for evacuating the facility due to bomb threats, severe weather, or other potential disasters?	1	2
7	Is the evacuation plan practiced? If “yes”, how often?_____	1	2
8	Do policies exist as to who makes the public address announcement regarding an evacuation and what they are to say?	1	2
9	Are bomb-sniffing dogs used at your facility prior to a game?	1	2
<b>5. PARKING AND TRAFFIC CONTROL</b>			
1	Does the stadium have a written parking operations plan?	1	2
2	Are maps of parking lots provided in advance to season ticket holders?	1	2
3	Do security personnel remain in the parking lots during the game? Please indicate which of the following remain: law enforcement officials private security facility employees	1	2

4	Do security personnel remain in the parking lots after the game?	1	2
5	Do season ticket holders have the ability to purchase reserved parking spaces?	1	2
6	Do inspection or maintenance schedules include reviewing the parking lots?	1	2
7	Are traffic flow operations administered by a law enforcement agency? If yes, what type of law agency (ies)? Campus _____ City _____ County _____ State _____	1	2
8	Are public transportation vehicles utilized to reduce the volume of traffic? If “yes”, what transportation type? Bus Sub way Rail	1	2
9	Are normal traffic patterns Altered to accommodate the ingress and egress of football traffic?	1	2
1	Is there adequate signage used on major thoroughfares to direct arriving spectators?	1	2

**JIMMA UNIVERSITY**  
**SCHOOL OF GRADUATE STUDIES**  
**COLLEGE OF NATURAL SCIENCES**  
**DEPARTEMENT OF SPORT SCINCE**

Interview for managers and technical employer of home team club

Basic guiding interview sample questions

1. Would you please tell us your qualification, position, and experience?
2. Would you explain your understanding (awareness) on risk management of football stadium?
3. Do you think that your football stadium have full fill criteria's of stadiums? How?
4. In2011,howmanygamesdidyourfootballteamplyinyourstadium?
5. Do Stadium workers take any training concerning football stadium management? If your answer is yes what kind of training they took?
6. Are normal traffic patterns altered to accommodate the entrance and exit of football traffic?
7. How do you evaluate the availability of football stadium facilities and quality in your home team? Do you think the availability of this facilitation have an influence on facilitating game?
8. Do stadium is owned by: Municipality If "not", what type of owner?
9. Are bomb-sniffing dogs used at your facility prior to a game?
10. What are the current problems that face in your football stadiums? What are the possible measures you are taking to avoid or minimize the problems?
11. Are crowd management services used by the facility?  
If "yes", indicate type:  
In-house\_\_\_\_\_
- Contracted to out side agency\_\_\_\_
12. In2019, how many of your home football games kicked-off at morning, night, and after noon. Why scheduled in this time