Exploring the Influence of Stakeholders on Management Performance of Public-Private Partnership Projects of Road Transport Infrastructure in Brazil

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Abstract

This article aims to evaluate the degree stakeholders’ influence stakeholders on the management performance of public-private partnership (PPPs) projects in the segment of road transport infrastructure in Brazil. A conceptual framework is drawn up based on the literature and confirmed with specialists. The model was tested on projects of PPP/road transportation in Brazil. The data were extracted using an assessment matrix (a survey/Likert Scale). To reduce subjectivity in the results achieved the following methods are used complementarily and in combination: methods of multicriteria analysis Electre III, Compromise Programming and Promethee II. Finding of the study revealed that stakeholders in projects PPP/road transportation and management performance in PPP/road transportation have a strong relationship. The research suggests that the Private Partner is the stakeholder that most influences the public-private partnership projects, followed by the Public Partner and the Project Team, according to Project Management Knowledge Areas by PMBOK®. It also suggests that the Potential Users are the stakeholders of least influence in the process. Furthermore, the results of the study can stimulate reflection of
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stakeholders on factors that will affect their decision making, stimulate understanding of the conditions for sustainability of the road transportation sector in Brazil and identify business opportunities and necessary strategic resources for the success of this sector in Brazil. These findings will assist projects managers (PPP), policy makers in successful implementation of public private partnerships projects in road transportation in Brazil policies.

Keywords: Public-private partnership (PPP); Project management performance; Road Transportation Infrastructure; Stakeholders

1. Introduction

The feasibility of investments on road transportation infrastructure is now one of the great challenges for the Federal Government, due to the budgetary restraints in opposition to the growing demand for services traditionally supported by the Government. For this aim, Public Private Partnerships (PPPs) considers this a priority tool for infrastructure investment by this same Government. Nevertheless, the building-up and the management of public-private partnership projects represent complex and risky proceedings, being able to affect the flow of the decisions, frustrating stability expectations, It is necessary to bear in mind that the risks can happen from diverse origins and scenarios. It is necessary to reflect in the direction of PPP and recognize that it will not be simple (OLIVEIRA and CAZARINI, 2011). The nature and characteristics that influence success on public private partnership (PPP) arrangements on different project typologies vary between countries and regions (KWOFIE, AFRAM, and BOTCHWAY, 2016). Public Private Partnerships (PPP's) can be defined as ‘cooperation between public and private actors with a durable character in which actors develop mutual products and/or services and in which risk, costs and benefits are shared’ (KLIJN and TEISMAN, 2003, p.137).

The characteristics of the PPPs differ very much, becoming the object of analysis equally differentiated. The good practice recommends the fulfillment of articulated sequence actions, which consist of the following phases: (i) planning necessities; (ii) institutionalization and formation of a projects’ team and determination of the communication procedures; (iii) the consolidation objectives, results and performance goals of PPP; (iv) study of the costs, prescriptions, cash flow; (v) study of the social impacts; (vii) analysis, allocation and management of risks (preliminary evaluation), etc. Often the projects become impracticable still in the act of planning, becoming unsustainable. One of the points deserving much attention is the occurrence of errors in the management of PPP, which many times results in non-fulfillment of the established goals. Therefore it should be imposed that efficiency in PPP planning propitiates more efficient decisions, diminishing improvisation and improvement of the involved team (OLIVEIRA and CAZARINI, 2011; BURKEand DEMIRAG, 2017; MEDDA et al., 2017; ROUHANI and NIEMEIER, 2014).

Traditionally, there are planning phase "sins" when elaborated without considering the interested actors / stakeholders that is especially essential in the management of the PPP. On the other hand, PPP projects are very complex due to the values involved, the impact on the environment and the communities. Thus, there are many people and entities involved in these kind of projects. In this article, they will be named as stakeholders. Stakeholders may be defined as all of those who, somehow, have or may have interests affected by the implementation of a certain project (GIBSON, 2010; PMI, 2008). According to the stakeholder theory, this conception has gained more amplitude. Freeman (1984), for example, conceptualizes it as the theory of the interested parts, directly and indirectly, aiming to involve a larger group of social actors in a project. So, according to this theory, enterprises do not consider only the interests of their stakeholders, but also the interests of workers, suppliers, local community, government and others. As such, due to the magnitude and complexity of infrastructure projects, the particularities of PPPs and the diversity and conflicts of interests between the stakeholders, this article come up with the following research question: what is the degree of...
stakeholders’ influence on the management of Private-public Partnership Projects in the segment of road transport infrastructure in Brazil? As studies have been inconclusive, we argue that public private partnerships projects differ according to the characteristics of stakeholders. In summary, the literature gap in stakeholders in public private partnerships project in road transportation in Brazil.

This article aims to evaluate the degree stakeholders’ influence stakeholders on the management performance of public-private partnership (PPPs) projects in the segment of road transport infrastructure in Brazil. In this study, stakeholder theory was deemed the most appropriate theory for exploring the research questions for this study. In the formative work on stakeholder theory, Freeman (1984, p. 46) defines a stakeholder as ‘any group or individual who can affect or is affected by the achievement of the organisation’s objectives’, while El-Gohary, Osman, and Diraby (2006, p. 596) define stakeholders as ‘any person or organisation that has a legitimate interest in a project’ (BURKE and DEMIRAG, 2017). Businesses should incorporate the interests of all key stakeholders and they should not be merely viewed as tools towards maximising profitability (GIBSON, 2000). Satisfying the needs of every stakeholder is very problematic (JAWAHAR and MCLAUGHLIN, 2001) yet unless all their interests are considered, achieving organisational goals will be difficult (CLARKSON, 1995; BURKE and DEMIRAG, 2017). The methodology used was the application of a questionnaire to specialists in PPP projects, followed by data analysis through statistic method. This article presents six sections. This introduction is the first one. On the second section is presents the literature review about PPP, road infrastructure and stakeholders. On the third section, the methodology will be presented. On the fourth section it is analyzed the data and on the fifth, the implications for project management practice. The sixth section will be presented the conclusion. Finally, on the seventh section it is presented the reference.

2. Theoretical Background

Transport infrastructure is an important factor which induces growth and economical and social development (OLIVEIRA; TUROLLA, 2013; BERTUSSI; JUNIOR, 2012; MACÊDO; NASCIMENTO; KUWWAHARA, 2010). The competitive pressure due to the commercial expansion in the past years as made this infrastructure to become more important in the national scenario. This magnitude may be observed, for example, on the percentage of the Brazilian logistic cost, which is estimated on 11% of the gross domestic product (MARCHETTI; FERREIRA, 2012). Oliveira and Turolla (2013) state that logistic infrastructure has an indispensable particularity for the development of a country, which is the possibility of creating positive external factors or mitigate negative external factors. As examples of negative aspects is possible to mention traffic jams and delivery delays. On the other hand, about the positive aspects it is likely to reference the efficiency for the economy and the possibility to connect regions which were not interconnected before. According to Marchetti and Ferreira (2012), the logistic development is also influenced by the availability of transportation modals. Countries with large territory, for example, try to centralize their matrix in modals with lower unitary cost. Besides, road transport is more efficient for short distances, as can be seen in China, United States and Russia. However, in Brazil, “the modal matrix of cargo transport is predominant in roads and is used even for long distance and large volumes”(MARCHETTI; FERREIRA, 2012, p. 235-236). Bertussi and Junior (2012) say that sectors like energy, telecommunication and transportation are able to generate positive aspects that will contribute to increase productivity and allow gains on scale and scope even for other activities. Thus, the public and private investments are complementary (RIGOLON, 1998; PÊGO FILHO; CÂNDIDO JR.; PEREIRA, 1999). Regarding to private investments, it is very difficult to find groups or entrepreneurs with financial capacity to support the expenses and risks involved in a project. So, the participation of the Public Administration becomes a feasible alternative to solve this problem, as happens in Brazil (BERTUSSI; JUNIOR, 2012). According to the authors, “the consolidation of infrastructure in a country of continental dimensions
demands continuous investments, consonant to a strong and cohesive development plan” (BERTUSSI; JUNIOR, 2012, p. 104).

The high complexity on managing projects is an outstanding characteristic on PPP projects, for example. One of the main factors is the relationship between stakeholders. Relationship between public and private organizations is crucial to the success of PPP projects, because a fragile relationship may easily generate conflictive situations and misunderstandings (TANG; SHEN; CHENG: 2008). Project managers may be aware to this important aspect, because the interests involved on projects may not be harmonious and compromise efficiency, efficacy or effectiveness of projects. This important subject has already been studied for specialists. Chan, Chan and Ho (2003), for example, state that good relationship and effective communication between project participants were the most significant benefits obtained on this projects. Consoli (2006) identified that the several stakeholders demands, contractual agreements and different points of view cause misunderstanding between stakeholders and are the main causes of fragile relationships. The involvement of stakeholders cannot be neglected when planning a PPP project. Considering this, creating a strong involvement program will help the project proponents and the stakeholders to communicate effectively, contributing decisively to their success. (EL-GOHARY; OSMAN; EL-DIRABY, 2006). Relationship management in projects is not a simple task, nor easy to realize: it requires proactivity on changes and development of relationship with interfaces and other stakeholders involved in the project (SMYTH e EDKINS, 2007). Regarding the growth of PPP projects, Torres and Pina (2001) say that they become important during the public reforms of the member countries of the Organization for Economic Cooperation and Development (OECD). Silvestre (2010) adds that PPPs represent a feasible option to the privatization which has begun to happen in many countries since the 80’s. Araújo and Silvestre say that PPP represent a political-economical strategy which aims to maintain public services working.

In Brazil, the discussion about PPPs started in 2000 with the promulgation of the Law nº 11079/2004, known as the PPP’s Law. It aimed to define the basic conditions to the development of this kind of project (BRASIL, 1995). The concept of PPP as known today came up in England during Margareth Thatcher administration and according to her liberal agenda, in 1992. It takes the program Private Finance Initiative – PFI as its main reference. PFI was an investment program with the objective to stimulate increase of private capital on public service provision and, consequently, boosting economic activity (RIBEIRO; PRADO, 2007; IMF, 2004; HOOD, 1991, GLAISTER, 1999). Despite of the attempts of elaborating a unique concept for PPP, this is not what was found in specialized literature. There are, on the other hand, words or expressions which converge to a more embracing concept, like: cooperation between public and private actors; mutual benefits; transference and sharing of risks and responsibilities (NAVARRO-ESPIGARES; MARTÍN-SEGURA, 2011; POMEROY, 1998; MÖRTH, 2007; EDELENBOS; KLIJN, 2009).

It is important to highlight that PPP is not the same as concession of public services. In concessions, there is a contract between the grantor (public administration) and concessionaire (private), in which the first delegates to the other the responsibility about the management of a public assets, focused on the public/collective interest (DE ABREU; SILVA, 2010). In other words, public administration transfers the execution of a certain service because it has no conditions or evaluates that it is not convenient to provide it directly. As general rule, the remuneration comes from fees paid by users and, at the end of the contract, the assets for providing the service return to the public administration. About PPP, Depiné (2010) says that they differ from concession in relation to its development itself, concessionaire reward, as well as guarantees and risk sharing. On PPP, the service may be exclusively paid by the public administration (administrative) or also shared with the users through fees (sponsored). Ribeiro and Prado (2007) highlight that concessions are financially self-sustainable, while PPP demand public contribution to be feasible.
3. Methodology
3.1 Conceptual Model Framework

In order to solve the research problem and achieve the object intended, the article was elaborated based on the following conceptual framework (Figure 1).

Figure 1: Research Conceptual Framework

The current study proposes a conceptual framework for a specific model designed to explain the link between stakeholders and management of projects of public private partnerships in road transportation in Brazil. The current research lays out a conceptual framework designed to analyze the sectors stakeholders in PPP by road transportation. Figure 1, which illustrates the essential constructs included in this study, will serve to guide subsequent discussions. From the conceptual model, the following independent variable, dependent variable and hypotheses were made:

**Independent Variables:** from the findings in the literature the following stakeholders were identified: Private partner; Public partner; Project team; Financiers; Governing Bodies; Organized civil society; Potential users.

**Dependent Variables:** The dependent variables were extracted from the specialized literature and assessed by experts for confirmation. The following independent variables were identified (Performance of Projects Management): Procurement management; Quality management; Scope management; Cost management; Integration management; Communications management; Human resources management; and Time management.

**Hypothese 1:** The stakeholders have effect to a greater or lesser degree on the project management performance knowledge areas by PMBOK.

The sample and data collection are described below.

3.2 Sample and Data Collection

The population of this study was in road transportation infrastructure in Brazil. The authors investigate the effect of the stakeholders on road transportation project management. The data were extracted using an assessment matrix (Likert scale). The interview instrument for the semi-structured, in-depth interviews was developed after a thorough literature review. The instrument was pre-tested with road public private partnerships projects managers in Brazil. The pilot interviews served as a pre-test for instrument validation and changes were made to the interview instrument based on the findings and
comments. The actual survey was carried out between May and June 2017, which involved specialists (Table 1). The samples were selected by random sampling technique. The number of respondents of this study is sufficient to carry out the analysis. The questionnaire was sent to the respondents through email. The self-administered questionnaire was chosen as the mode for data collection. Respondents were given one month to complete the questionnaire. After one month, emails were sent to remind the respondents that the questionnaire should be sent out to the researchers. Respondents who do not yet complete the questionnaire were given another additional month to complete it. The specialists have experience in public projects management in PPP (road transportation) and with the following skills: Managers of public projects (PPP), policy makers (government) and academics, Director, managers, Engineering, others. According to Figure 1 the independent variables in this study correspond to the stakeholders. The following stakeholders were considered since they are most relevance in this process: Project team, Public Partner, Private Partner, Governing bodies/Government Regulation, Organized Civil Society, Potential Users, Financiers (Banks/Promotion Agencies). The dependent variables in this model are the management area considered on the Project Management Body of Knowledge - PMBOK®, Management of: Procurement, Quality, Risk, Scope, Cost, Integration, Communications, Human Resource and Time. The specialists were identified on the curriculum platform CNPq Lattes and on the social network LinkedIn, through their research tools, using specific terms, according to the following chart.

Table 1: Number of Potential Respondents

<table>
<thead>
<tr>
<th>Term Searched</th>
<th>Lattes (National Doctors)</th>
<th>LinkedIn</th>
</tr>
</thead>
<tbody>
<tr>
<td>PPP</td>
<td>1461</td>
<td>21646</td>
</tr>
<tr>
<td>CP3P</td>
<td>0</td>
<td>6</td>
</tr>
<tr>
<td>CP3P</td>
<td>517</td>
<td>372</td>
</tr>
<tr>
<td>Public-private Partnership</td>
<td>1481</td>
<td>1793</td>
</tr>
<tr>
<td>Public-private Partnerships</td>
<td>1116</td>
<td>2363</td>
</tr>
<tr>
<td>PPP Project management</td>
<td>16</td>
<td>1538</td>
</tr>
</tbody>
</table>

An initial survey identified approximately 28000 profiles associated to some activity related to Public-private Partnership. After applying filters to find a “specialist” profile on the area of “road transport infrastructure”, removing similar profiles and those who belong to enterprises' one, this number decreases to less than 1000 people. It was also contacted some advisory consultancies on PPP to submit our research, also contacted a concessionary of an important road in the city of Rio de Janeiro. The questionnaire was developed on the platform Survey Monkey with scalar answers options: Very Low, Low, Moderate, High, Very High. There were nine questions, each of them related to an area of project development, according to PMBOK®, considering projects of Public-private Partnership of road transport infrastructure. The questionnaire was verified through pre-tests and then sent to potential respondents. After that, the data collected were compiled and organized. Then, to minimize subjective of the results were assigned weights to the scalar answers, considering weight 1 for answers Very Low and Low as weak influence, weight 3 for Moderate influence, and weight 5 for answers High and Very High as high influence. After comprehending the research design and scope, it is necessary to know its execution flow with detailing of phases and steps which compose it, according to the following chart:
Table 2: Research Steps

<table>
<thead>
<tr>
<th>Research Step</th>
<th>Research Method</th>
<th>Contribution of the Step to the Research</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 – Literature review about Project Management, Public-private Partnership, Stakeholders Theory</td>
<td>Exploratory Research (Literature Review)</td>
<td>Conceptual definition of Project Management, Public-private Partnerships in Brazil, Stakeholders theory. Elaboration of an initial list of the main stakeholders identified as relevant in the decision making process of a PPP project.</td>
</tr>
<tr>
<td>2 – Selection of respondents</td>
<td>Survey</td>
<td>Definition of respondent profile.</td>
</tr>
<tr>
<td>3 – Elaboration of questionnaire</td>
<td>Survey</td>
<td>Consistent and objective tool for collecting data, built by the compilation of the concepts studied during step 1.</td>
</tr>
<tr>
<td>4 – Definition of statistic method for data analysis</td>
<td>Exploratory study (Literature review)</td>
<td>Identification of statistic method appropriate to analyze the answers obtained by the questionnaire application.</td>
</tr>
<tr>
<td>5 – Questionnaire application</td>
<td>Exploratory research and survey</td>
<td>Collect of the specialists’ opinion about the research problem.</td>
</tr>
<tr>
<td>6 – Analysis of results</td>
<td>Quantitative and descriptive research</td>
<td>Compilation of the specialists’ answers through the application of the multicriterial methods selected on Step 4, to verify the degree of the stakeholders’ influence on the Project areas of PMBOK® and PPP projects of road transport and infrastructure in Brazil.</td>
</tr>
</tbody>
</table>

4. Conceptual Model Verification: Results and Underlying Analyses

The results and underlying analyses are structured according to the following phases:

**Phase 1: Determination of the Stakeholders of Public Private Partnerships Projects Performance in Road Transportation in Brazil**

**Phase 2: Influence of the Stakeholders on the Projects Management Performance of Road Transportation in Brazil**

The procedures are detailed as it follows.

**Phase 1: Determination of the Stakeholders of Public Private Partnerships Projects Performance in Road Transportation in Brazil**

Thus, study was designed, based on the literature and confirmed by the assessment of experts. In this perspective, the data were first extracted from the specialized literature (100 articles). The results show that there is a predominance in: Private partner; Public partner; Project team; Financiers; Governing Bodies; Organized civil society; and Potential users.

**Phase 2: Influence of the Stakeholders on the Projects Management Performance of Road Transportation in Brazil**

This section evaluates the stakeholders on projects management of road transportation in Brazil (PPP). This procedure was developed using the multi-criteria analysis. The methods used were Compromise Programming, Electre III and Promethee II. The results achieved confirm Hypothesis 1: The stakeholders have effect to a greater or lesser degree on the project management knowledge areas by PMBOK. The structure of this prioritization (classification by hierarchical analysis) is proposed at three planning levels in a judgment matrix, in which at the first hierarchical structure level it defines the goal, which is to achieve the objective of projects (outcomes) of PPP/road transportation that will feed the system; the criteria are in the second level, which are the projects management performance PPP/road transportation in Brazil: Private partner; Public partner; Project team; Financiers; Governing Bodies; Organized civil society; and Potential users. The dimensions of stakeholders are in the third level, the alternatives, which are: Procurement management; Quality management; Scope management; Cost management; Integration management; Communications management; Human resources management; and Time management. The prioritization process obeys the judgment of the evaluators (experts). The results can be observed (multi-criteria analysis) in Table 3 and Figure 2).
When comparing the results in terms of performance, the Compromise Programming and Promethee II methods did not differ in their classifications. For Electre III, the results were incompatible. And this is because the p, q and v veto thresholds, respectively, of indifference, strong preference and veto or incomparability have a discrepancy in the structure of their results (classification). Electre III presents a set of solutions with a more flexible hierarchical structure. This is due to the conception of the method, as well as the quite explicit consideration of the indifference and incomparability aspect between the alternatives. The results referenced by the Promethee II and Compromise Programming methods reflect the preference, according to the experts, considering Management of Procurement, the research identified that the Private Partner is the stakeholder which exercises more influence on the project execution, with 19.7%, followed by the Project Team with 18.4% and the Public Partner, with 17%. As well as in Management of Procurement, the Private Partner, the Project Team and the Public Partner are again, in this order, the stakeholders with more influence on Quality Management. However, there is more balance on decisions, with 20.4%, 19.9% and 17.4%, respectively.

**Figure 2:** Radar of Stakeholders’ Influence
On Risk Management, the result showed that the Private Partner was once again the most influent, with 20.6%. However, at this time it was followed by Financiers (Banks / Development Agencies) with 19.1%, and Project Team with 18.2%. So far, Scope Management was the most balanced among the three more influent ones, having the Private Partner as its biggest influence, with 21.6%, followed by Project Team with 21.1% and the Public Partner with 20.6%, demonstrating a clear prevalence of these three stakeholders on decisions involving scope.

On Cost Management, Private Partner is again the biggest influencer, and this is the aspect on which it evidences more influence power separately, with 20.5%. The other stakeholders presented more balance, with 17.4% of Project Team and 16.9% of Public Power. On Integration Management, the Private Partner presented 24%, Project Team 22.2% and Public Partner 20.5%, present a strong influence over the others stakeholders and representing approximately two thirds of the decision power on this area of management.

Communication Management is the only aspect in which Private Partner was not identified as the biggest influencer, but it is on the second position with 18.2%, very close to the first one, Public Partner, with 19.1%, and above Project Team with 16%. The Private Partner is again the biggest influencer on Human Resources Management with 23.6%, followed by the Project Team with 20.6% and Public Partner with 16.4%. On the last influence area of the research, Time Management, the Private Partner appears again as the biggest influencer, with 20.4%, with the same percentage of Public Partners and followed by Project Team, with 18.8% of influence upon this aspect.

On the analysis was noticed that the Private Partner exercises significant influence on all the management areas, standing on the first position in eight of management areas analyzed. The Project Team – which was the second biggest influence in six areas – and Public Partner were also considered relevant. It is important to highlight the evaluation of the Public Partner on Project Execution, as it is the biggest influencer on Communication Management. Also, the only area where it does not figure as one of the three biggest influencers is on Risk Management. The research reveals that on the execution phase of Public-private Partnership Projects of Road Infrastructure in Brazil, the Private Partner is the most influent stakeholder, followed by the Project Team, which also plays an elementary role on decisions, followed by the Public Partner.

5. Implications for Project Management Practice
This paper is the result of a study conducted along with specialists in Public-private Partnerships in the public and the private areas, contributing consequently for consolidating the opinions on different experiences. For project management, this study enlarges the perception about stakeholders. In the specific case of Public-private partnership projects of road infrastructure in Brazil, it was possible to realize the influence power of the Private Partner on all the management areas. This research corroborates the Stakeholders Theory, as it allows better comprehension about the importance of a solid relationship among the stakeholders in a project, in comparison to the high degree of complexity, which is an intrinsic characteristic of this kind of environment. It is also important to mention that this research consolidates different stakeholders involved in projects of this nature, made possible to realize which are considered the most relevant ones, despite of the fact that, in Brazil, the Public-private Partnerships are still in a maturation phase in Brazil. Comprehending well the stakeholders’ role, independent of their higher or lower degree of influence, may be determinant to the success or failure of public services projects. After all, a better balance between the influence forces could promote more efficient and effective the projects. Thus, this study also contributes to improve the perception about the stakeholders which could have more influence on public projects, like Potential Users and Organized Civil Society, considering that these stakeholders are not only the ones affected by the projects, or which will use the services, but also the ones which contribute through payment of taxes and fees. However, these stakeholders do not exercise a significant influence on the project as a whole, and the same occurs to the management areas.
5. Final Words: Lessons Learned
This article aims to evaluate the degree stakeholders’ influence on the management performance of public-private partnership (PPPs) projects in the segment of road transport infrastructure in Brazil. In this study, we attempted to take a first step in closing this gap in literature on Stakeholders in Public Private Partnerships in road infrastructure in Brazil. In fact, road infrastructure in Brazil is a classical problem and it is also a hurdle for economic development. Despite the fact that the country has a wide territory and one of the biggest watersheds, the main logistic modal used in Brazil is road transport, which may be considered less efficient than railway and shipping. Later initiatives trying to mitigate this adversity is the implantation of Public-private partnership projects (PPP). Various problems have been encountered on public private partnership (PPP) initiatives around the world that have eventually led to project failure. Stakeholder opposition has been reported as the main reason for failure in several instances. As such, capturing and addressing of stakeholder inputs is crucial to the success of PPP projects (EL-GOHARY, OSMAN, and EL-U, 2006).

The transport industry plays a vital role in factors that are paramount for the economical development of a country, such as exploration of resources and mass production, and, in Brazil, road freight transport is of particular importance. The research can guide public policy in regulating and investing in industry, since the plots facilitate the understanding of the consequences of relationships as well as the final states resulting from these. The results reveal relationships strongly influenced by the stakeholder “government”, especially regarding investment in infrastructure. According the research, the Private Partner is the stakeholder which more exercises influence on Private-public partnership projects on road transport infrastructure in Brazil, being considered the most influent in almost all the segments of project management of PMBOK® involved on the research. It is also possible to conclude that, besides the Private Partner, there is a strong prevalence of the Project Team and the Public Partner, composing the three stakeholders considered by the specialists as the most influent part on this kind of project.

In contrast, Potential Users appear as the stakeholder with less influence power in this kind of project. As limitations of this study can be named: a) the difficulty on finding specialists on this specific area; b) the amplitude of this kind of project, making hard to delimitate the phases which compose it; c) was considered only the execution phase of the project. As future researches might be suggested to identify the reasons why the Private Partner, the Public Partner and the Project Team are the most prevalent on this kind of project. Besides, it is also possible to extent the research to the others project phases, like bidding and operation. Could also be suggested the identification of the impact of the stakeholders’ influence on development, checking the global results of the partnership, considering the stakeholders of higher and lower influence, realizing the final performance of the project. It is also evident that the list of priorities of stakeholders in PPP of road transportation is dynamic and depend on the characteristics of the projects, always bringing new concepts and demanding new behaviors, new content and technical implementations, thus fundamentally requiring to permanently reconfigure the new characteristics for the new findings. Regarding this effort, the research on such priorities should be applied permanently and periodically.

References
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