

Competitive and sustainable road transport system: stakeholder's analysis

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Abstract—The Management of stakeholders is particularly important in worldwide projects, which are carried out in some of the most demanding environments at the institutional level. This paper deals with a new reflection on an optimum mode of governance by the stakeholder's analysis with particular reference to the implementation of a competitive and sustainable road transport (CSRT) system project. In the first phase, we identify stakeholders and their attributes. In the second phase, we evaluate stakeholders according to power-interest logic. This evaluation helps to classify stakeholders by order of importance and relevancy around the establishment of a CSRT, allowing operating the system in a collaborative, participatory and accountable vision.

Index terms -Stakeholders; road transport; sustainable development; attributes; power; interest..

I. INTRODUCTION

The stakeholder theory has become one of the dominant theoretical references in the abundant literature on its applicability organizational ethics, social responsibility, human resource management and project management. By studying the literature, we realize the stakeholder analysis has been tackled by several authors within different topics: sustainable development (Macnaghten and al., 1997; Myllyla and al., 2005), business management (Freeman, 1984; Jansson, 2005), the global environmental change (Kasemir and al., 2000; Kasperson, 2006; Welp and al., 2006) and the waste management (Greenberg and al., 2002; Mbuligwe, 2004; Srivastava and al., 2005). Then, as a general principle, there is still a debate on the types and level of analysis of the stakeholders and the criteria according to which they are identified, classified, considered and managed, thereafter (Freeman, 1984; Carroll and al., 2000; Harrison, 2003; Welp and al., 2006). In spite of a general interest in stakeholders analysis, the identification, classification, analysis and management of stakeholders is little-known (Hemmati, 2002; Kasperson, 2006). To successfully carry out a project, such as

the CSRT system, the project managers must take into account the needs and requirements designed to ensure its success

(Olander and al., 2005). The management of stakeholders is crucial, in the project management, which in turn requires multiple actors with different interests and is carried out in such a demanding and complex institutional environment.

It is obvious that countries are forced to have their approach to a CSRT changed by the stakeholders, since road transport is facing increasing competition and already responsible for nearly a quarter of the emissions of pollutants (IEA, 2009). So, to deal with the period of transformation, which opens before, the sector must benefit, taking into account the significant failures of the markets involved, of a collaborative and responsible action of all its stakeholders (Touzi and al., 2014). That deserves however to be rethought in depth in its principles as well as its modalities: the interventions of the stakeholders are today quite many in the sector, but they often remain poorly adapted and little effective ; on the other hand, even if they are necessary, these renewed actions must enroll in a global perspective. On the whole, the contribution of the sector of road transport to economic growth and sustainable development depends on the role of stakeholders and their involvement and before choosing specific decision making tools, it is important to understand and target specific sustainability goals (Boukherroub et al., 2015). The challenge is to find a fair balance of allocation of responsibilities and obligations for a growing economy, by having a CSRT system.

II. OBJECTIVE AND METHODOLOGY

The objective of our work is to identify the majority of stakeholders for a CSRT system. For this we have mobilized a team of scientists, consultants and industry professionals. In the framework of our methodological approach, the lack of consistent methodology for the stakeholders identification, classification, and analysis (Donaldson and al. , 1995 ; Mitchell and al. , 1997 ; Donaldson, 2002 ; Hemmati, 2002; Jensen, 2002; Buysse and al. , 2003 ; Jansson, 2005 ; clement, 2005 ; Kasperson, 2006) makes the identification of stakeholders difficult since they may change from one case to another, which has led to the absence of methodology of identifying concords (Mitchell and al. , 1997 ; Jensen, 2002 ; Hemmati, 2002 ; Grayson and al. , 2004 ; Clement, 2005;

Jansson, 2005). Therefore, the observation of phenomena will be the appropriate approach to achieving our goal. Our article is composed of six parts. (I) the first one will be devoted to the review of literature, while (II) the second will be devoted to the identification of stakeholders. (III) Then the third will be the description of the attributes of stakeholders (IV & V), which will give the fourth and fifth parties 'matrix power & interest' and 'pairing stakeholders & attributes. (VI) Finally, the sixth part will show the classification of stakeholders.

III. LITERATURE REVIEW

The basic assumption of the theory of stakeholders is that a company maintains relations with many organizations and groups in the external environment. These groups and organizations affect the decisions of the company, and in their turn are affected by the decisions of the company (Freeman, 1984). The purpose of stakeholder’s identification and analysis is to facilitate the understanding of how to manage the stakeholders in an increasingly turbulent and unpredictable environment. Bjerkan et al. (2014) presents stakeholder evaluations of two specific measures aimed at increasing the utilization of street areas, night and evening. The theory basically tackles managerial decision making (Donaldson and al., 1995).

As shown in table 1, the previous studies have proposed numerous definitions for the stakeholder’s analysis. The researchers consider the stakeholders analysis either as a process or approach for decision support and the formulation of strategy. Almost all the definitions cover the issues of identification of stakeholders and their interests, the analysis of the impact of stakeholders, and thus develop strategies (Yang, 2014).

Authors	Definitions
Gupta (1995)	[...] to identify and specify the stakeholders and their interests, domain and specificity; identify and describe the power relationships between the stakeholders and the firm, and among the stakeholders; incorporate the concepts of action and time.
Schmeer (1999)	[...] a process of systematically gathering and analyzing qualitative information to determine whose interests should be taken into account when developing and/or implementing a policy or program.
Varvasovazky and al(2000)	[...] an approach, a tool or set of tools for generating knowledge about actors so as to understand their behavior, intentions, interrelations and interests; and for assessing the influence and resources they bring to bear on decision-making or implementation processes.
Allen and al (2002)	[...] the identification of a project's key stakeholders, an assessment of their interests, and the ways in which those interests affect

	project riskiness and viability.
Mushove and al (2005)	[...] a range of tools or an approach for understanding a system by identifying the key actors or stakeholders on the basis of their attributes, interrelationships and assessing their respective interests related to the system, issue or resource.
Weible (2006)	[...] to address a set of questions: who are the stakeholders to include in the analysis; what are the stakeholders interests and beliefs; who controls critical resources; with whom do stakeholders form coalitions; and what strategies and venues do stakeholders use to achieve their objectives.
Jepsen and al (2008)	[...] identification of stakeholders; characterization of the stakeholders; decision about which strategy to use to influence each stakeholder.
Reed (2008)	[...] a process that: defines aspects of a social and natural system [...], identifies stakeholders, and priorities stakeholders for involvement in the decision-making process.
World Health Organisation (2009)	[...] to identify stakeholders that will influence your project; anticipate the kind of influence, positive or negative, these groups will have on your project; develop strategies to get the most effective support possible for your project and reduce any obstacles to successful implementation.

Table 1. Definition of the stakeholder’s analysis

Research on the stakeholders has focused on the description of the decision-making process. Therefore, the prospects of the existing research are usually oriented from the point of view business focus with little attention given to the intervener point of view (Frooman, 1999; Hendry, 2005). However, the stakeholder’s point of view may ultimately enhance the understanding of managers of stakeholders and of their management.

In the area of project management, Cleland (1986) introduces the stakeholders and the process of management of stakeholders to project management by emphasizing the importance of the identification, classification and analysis. Various definitions and attempts of categorization of stakeholders have been presented in the literature of project management. From a widespread point of view, a stakeholder can be practically anyone or any organization and is affected by the project or may affect the project. In (PMBOK, 2013), stakeholders are defined as “the people and organizations who actively participate in a project or whose interests may be affected as a consequence of the execution of the project or of the completion of the project.”

The classification of stakeholders in the literature of project management presents a classification by categories according

to their role in a project, such as the clients, contractors, sponsors, members of local communities, NGOs, the media, organizations of lobbying, and government agencies (Cova and al., 2005), governments and stakeholders bring different perspectives to the challenges of resource allocation (Brooks et Schellinck, 2013). A typical classification is to divide the stakeholders in internal and external parties. The internal stakeholders are the ones who are officially members of the coalition of the project and therefore generally in charge of the project (Winch, 2004). They are often referred to as «primary stakeholders» (Cleland, 1998) or “the company actors” (Cova and al., 2005). The external stakeholders are not members of the coalition of the project, but can affect or be affected by the project. These groups are often referred to as non-commercial stakeholders (Cova and al., 2005). The categorization matrix based on power and interest in the project of Johnson and al. (1998) is an approach widely used to classify and define the stakeholders of a project. Winch (2004) concentrated his analysis on the categorization of the stakeholders who promote the project and those who oppose it. In his turn, Turner (1999) tracks the stakeholders as "all persons or groups whose life or environment is affected by the project but who do not receive any direct benefit from it. These can include families of people who have lost their jobs and the actors of the local community." This definition considers the impact of external stakeholders restricted seeing that they are not actively involved in the project.

The key issue in the management of stakeholders of a project is the management of the relationship between the project and its stakeholders. (PMBOK, 2013) define the management of stakeholders of a project as " the systematic identification, analysis and planning of actions to communicate and influence the stakeholders." Many tools exist to manage the stakeholders in the projects. For example, there are tools to classify the stakeholders through matrices such as the power/interest in the matrix of the project (Johnson and al., 1998), tools for mapping if stakeholders are for or against the project (Winch and al., 2002), and tools for classifying, viewing and identifying the different attributes of stakeholders, such as the methodology of " Stakeholder Circle " (Bourne and al., 2006).

Table 2 summarizes the majority of the conceptual research on the management of the project stakeholders. It introduces the management tools and frameworks related to the stakeholder’s management and the links with the phases of analysis of the different stakeholder’s process.

Project stakeholder analysis phase	Examples of methods related to different stakeholder analysis process phases
Data collection concerning project stakeholders and their characteristics	<ul style="list-style-type: none"> _ Face-to-face interviews (Varvasovszky and Brugha, 2000) _ Snowball interview technique (Cova and al., 1996) _ Generic stakeholder lists (Pouloudi and Whitley, 1997) _ Brainstorming (Calvert, 1995; Vos and Achterkamp, 2006) _ Surveys and semi-structured questionnaires (Cova and al., 1996; Karlsen, 2002) _ Startup dialogue (IFC, 2007)

	<ul style="list-style-type: none"> _ Special reports (IFC, 2007) _ Lessons learned reports (El-Gohary and al., 2006) _ Workshops, personal surveys, focus group discussions, public meetings, public hearings (El-Gohary and al., 2006)
Stakeholder identification and classification	<ul style="list-style-type: none"> _ Cleland’s (1986): identify stakeholders and their interest, measure the interest, try to predict stakeholders’ future behavior _ Stakeholder salience model (Mitchell and al., 1997): classification based on power, legitimacy, urgency _ Stakeholder group categorization (Savage and al., 1991): supportive, mixed, blessing, not-supportive, marginal _ Power/interest matrix (Johnson and Scholes, 1999; Olander and Landin, 2005) _ Stakeholder mapping (Winch and Bonke, 2002) _ Role-based stakeholder models (Achterkamp and Vos, 2008; Vos and Achterkamp, 2006) _ Outline tool (Andersen and al., 2004): area of interest, contributions, expectations, power, management strategy _ Stakeholder commitment matrix (McElroy and Mills, 2003) _ Stakeholder Circle – a tool for measuring and visualizing stakeholder influence (Bourne and Walker, 2006) _ Stakeholder impact index (Olander, 2007) _ Application of uncertainty management framework, SHAMPU (Ward and Chapman, 2008) -- Matrix of ethical responsibility of stakeholders, SERM (Moodley and al. , 2008)
Formulation of stakeholder management strategy based on the results of stakeholder identification and classification	<ul style="list-style-type: none"> _ Communication and information dissemination strategies (PMI, 2008) _ Stakeholder engagement process (Bourne and Walker, 2006; IFC, 2007) _ Stakeholder empowerment (Rowlinson and Cheung, 2008) _ Stakeholder involvement process (El-Gohary and al., 2006) _ Keep satisfied, manage closely, monitor, keep informed (Johnson and Scholes, 1999; Olander and Landin, 2005) _ Influence strategy, dismissal strategy, compromising strategy, adaptation strategy, avoidance strategy (Aaltonen and Sivonen, 2009)

Table 2. Models for the stakeholder’s analysis

Despite the recognized importance of the management of stakeholders, research projects still lack of theoretical knowledge and empirical evidence from different projects and stakeholders -related Phenomena (Kolltveit and al., 2007; Achterkamp and al., 2008; Yang and al., 2009). Up to now, there is little research focusing primarily on the tools of conceptual development of the management of stakeholders and frameworks in order to better manage the stakeholders. In these attempts, the ideas and theoretical frameworks of the theory of stakeholders have been used to a limited extent. Therefore, the literature lacks the empirical research and theorizing on how the stakeholders try to influence the project and how to manage these influences.

We present in table 3 the different stakeholders having an interest in the success of a project mentioned in the literature. We notice that the key stakeholders to the success of a project change from one project to another and are not defined according to a clear process, which confirms what was mentioned in the methodology part (the lack of consistent methodology for the stakeholders identification, classification, and analysis makes the identification of stakeholders difficult since they may change on a case-by-case basis, which has led to the absence of a harmonious method of identifying.

stakeholders	Project manager	Project team	Client	Contractor	Users/end user/consumer	Customer	Project Sponsor	Top management	Organization	Owner	Others stakeholders
Andersen and al. (1987)											
Atkinson (1999)											
Barclay and Osei-Bryson (2009)											
Belassi and Tukei (1996)											
Belout and Gauvreau (2004)											
Bounds (1998)											
Bryde and Robinson (2005)											
Cleland and Ireland (2002)											
Cooke-Davies (1990)											
Cooke-Davies (2002)											
Freeman and Beale (1992)											
Jugdev and Müller (2005)											
Kendra and Taplin (2004)											
Kerzner (1987)											
Lester (1998)											
Lim and Mohamed (1999)											
Morris (1997)											
Morris and Hough (1987)											
Müller (2003)											
Müller and Turner (2007a)											
Müller and Turner (2007b)											
Munns and Bjeirmi (1996)											
Pinto and Prescott (1990)											
Pinto and Slevin (1987)											
Pinto and Slevin (1988a)											
Pinto and Slevin (1988b)											
Pinto and Slevin (1989)											
Pinto and al. (2009)											
Shenhar and Dvir (2007)											
Shenhar and al. (1997)											
Slevin and Pinto (1986)											
Smith-Doerr and al. (2004)											
The Standish Group (1995)											
Tishler and al. (1996)											
Toor and Ogunlana (2010)											
Tukei and Rom (2001)											
Turner (1999)											
Turner (2004)											
Turner(2009)											
Turner and al (2009)											
Turner and Müller (2005)											
Turner and Müller (2006)											
Wang and Huang (2006)											
Wateridge (1995)											
Wateridge (1998)											
Wenell (2000)											

Table 3. Stakeholders mentioned in the literature that has an interest in the success of the project.

IV. IDENTIFICATION OF STAKEHOLDERS:

The identification of stakeholders is a process that requires a significant load of work (Hemmati, 2002; Harrison, 2003; Welp and al., 2006). The identification of the relevant stakeholders for urban freight transport is based both on a literature study and on the input of the project (Macharis et al., 2014). Stathopoulos et al. (2012) present freight solutions in a multi-stakeholder setting in Rome's limited traffic zone focusing on local policy-makers, freight carriers and retailers. Some researchers, such as Hemmati, (2002) indicate that the stakeholders known could be interviewed for the purpose of identifying other stakeholders. The identification, classification and management of stakeholders appears "dispersed and without link" (Hemmati, 2002), and the stakeholders could be "anyone and anything" (Orts and al., 2002). Uncertainty may exist concerning any commercial activity and its potential effect on or by the stakeholders (Mitchell and al., 1997; Hemmati, 2002; Jensen, 2002; Harrison, 2003; Kasperson, 2006). On the basis of these uncertainties, the work of Harisson (2003) demonstrated that the response or even the understanding of the stakeholder's existence cannot be exactly predicted in the future. Mitchell and al. (1997) suggests that the stakeholders can be identified using the method of Freeman (1984) 'affect criterion' based on the power, legitimacy and urgency. The power of the influence of the stakeholders, corresponding to the degree to which it can, by coercive means (force, threat), utilitarian or normative (nominal influence), imposes its wishes to the organization; the legitimacy of the relationship between the stakeholder and the organization; and finally the urgency to meet the expectations of the stakeholders, having regard to the time available and to the importance of the claim. However, Driscoll and Starik (2004) criticize and extend the model of Mitchell and al (1997) by adding a fourth attributes the proximity which according to them is applicable to define the stakeholders as well as to integrate the rest of considerations of stakeholder's nature in the organization.

Regardless of their appellation, "interested parties" or "stakeholders", these actors relate a number of challenges for the CSRT. It is necessary to identify all Stakeholders and try to make them formulate and delimit the scope of responsibility.

Below is a table detailing for each stakeholders its functional identification and legal.

V. ATTRIBUTES OF CSRT PROJECT STAKEHOLDERS:

In our reflection, we wanted to associate with each of the stakeholders, a linkage in term of responsibility (major or partial) with a set of criteria and characteristics, in order to collect the CSRT timing problem as being a system in interaction between several stakeholders, and not a responsibility borne unilaterally by the sovereignty of the

State or the users. Roumboutsos and al. (2014) considers the complex interactions between stakeholders and institutions and proposes a Systems' of Innovation Framework.

For a system of CSRT timing problem, it will be governed by a set of attributes, in order to frame the roles of all the stakeholders in a consistent, accurate and precise way. To make road competitiveness and sustainability apprehended with care and responsibility, it is imperative to assign to each stakeholders one or several roles and responsibilities. The table below presents with precision each attribute with its definition.

To establish a fair, equitable and efficient system, each stakeholder is affected by one or more attributes in a logic of distribution of roles and responsibilities. The table below presents a matrix of interaction between stakeholders and attributes.

Through the grid below, we notice that the role of the stakeholders becomes major in function of the number of assigned attributes. Therefore, its role in the success of a draft system of CSRT also becomes more and more capital and responsible.

N°	stakeholders	Legal Status	Functional Identification
1	The state	Public Authority Having the Sovereignty on a perimeter Geographical Specific	Steering Committee of the Road Transport Control Committee interdepartmental Committee national Committee Regional Committee Gendarmerie Police of movement Road control
2	Transport Company	Legal Person	Transport Company transport company of Merchandise
3	Professional Association syndicate	Legal Person	A professional organization (for-profit or non-profit), Independent of the State (but recognized by the latter) and governed by a set of laws.
4	Charger	Legal Person	The term charger usually refers to a company Which command the conditions of the contract performance of Transport. The industrial and commercial enterprises are the Businesses "loaders". It is said also: originator or Authorized Representative.
5	Technical control center	Legal Person	Private Organization which ensures the technical compliance of the Vehicles in relation to the standards of movement with the Issuance of a certificate of technical compliance.
6	Driver	Physical Person	It is the driver responsible for the driving of vehicles Professional and who has a professional card
7	Educational System	Legal Person	Structures, modes of operation and services ensuring the Training and the intellectual development of a human being.
8	Manufacturer	Legal Person	A company in the sector of the construction of vehicles Automobiles whose activity consists mainly in design, Manufacture and marketing of automobiles.
9	Civil engineering and building companies	Legal Person	Brings together all the activities of design and construction Of public and private buildings, industrial or non-, and Infrastructure such as roads or the pipes.
10	Civil Society	A set of Physical persons, Associations not Professional, NGO	Civil society is the domain of organized social life and Civil, which is voluntary, and largely self-sufficient and Autonomous State.
11	Workshops Repair	Company under A status of Person Moral or Physical	A workshop for automotive repair, is a specialized entity In the maintenance and repair of automotive vehicles. A workshop for automotive repair, is a specialized entity In the maintenance and repair of automotive vehicles. A workshop for automotive repair, is a specialized entity
12	User	Physical Person	Person who uses the road to travel on foot (Major and/or minor) or with a vehicle without motor as the cyclists Or well with a motor vehicle (cars & motorcycles) to The exclusion of professional drivers
13	Media	Legal Person	Institution or a means to allow a broad diffusion and collective of information or opinions, whatever the media.

Table 4. Identification and definitions of stakeholders

N°	Attributes	Definitions
1	Opposition and Refusal	The word "opposition" designates any manifestation of will by which a Person (moral or physical) intends to shut down the execution of a process Legal or judicial.
2	Power	The power is the ability devolved to an authority or a person to use The own means to exercise the jurisdiction which is assigned to it, either by law Either by a mandate also says "proxy". Although it is important to distinguish the Authority and jurisdiction, the practice is not always this distinction, Because it is obvious that without power for the exercise, the jurisdiction would be Not delegated.
3	Infrastructure	Are the set of fixed installations that it is necessary to renovate to Allow the movement of vehicles and more generally the operation Of transport systems
4	Vehicle	It seeks the mechanical condition and the quality of the means of transport.
5	Effect Influence	Is the process by which a stakeholder fact adopt a point of view by Another, or had an influence on the other stakeholders by the different channels of Communication and demonstration
6	CSR Commitment	The corporate social responsibility (or social) of the enterprises (CSR) is the decision in Account by the latter, on a voluntary basis, of the concerns Social/societal and environmental in their activities and in their Interactions with the other actors.
7	Behavior	Way to behave , how to act vis- to- screws of the sustainable road transport
8	Training and Awareness	Is the statement periodically administered to persons empowered or Likely to be empowered and intended to make them aware of Sustainable transportation issues, or make them learn the various Skills favoring the sustainable road transport
9	Competence	In a sense it is the recognized capability in a domain. But also it reflects The legal capacity to investigate and judge a case
10	Responsibility Moral	The expression "responsibility" refers to the responsibility of an organization which can Be engaged in the exercise of its activities.
11	Responsibility Civil	The civil liability is engaged, either by reason of the breach of a Contract, either by reason of a voluntary act or not, leading to the person Who is at fault or who is legally presumed to be at fault, the obligation to repair the Damage that has been suffered by one or more others.

Table 5. Identification and definition of attributes

Stakeholders	The state	Transport Company	Driver	Educational System	Charger	Technical control center	Professional Association syndicate	Manufacturer	Works hops Repair	Civil society	Civil engineering and building companies	Media	Users				
													non-professional driver	Motorcycle Cyclists	Cyclists	pedestrians over 18 years old	pedestrians under 18 years old
Attributes																	
Power																	
Infrastructure																	
Refusal and Opposition																	
Vehicle																	
Effect and Influence																	
Commitment CSR																	
Behavior																	
Training and Awareness																	
Competence																	
Responsibility																	
<i>Nr Attributes</i>	10	8	6	7	6	7	6	6	5	6	5	5	5	5	4	3	2

Table 6. Matrix of interactions: Attributes & stake

VI. MATRIX OF POWER AND INTEREST OF STAKEHOLDERS

There are various techniques of stakeholders mapping, like those in the work of (McElroy and al, 2000; Mendelow, 1981; Johnson and al, 1998).McElroy and Mills (2000) propose five different levels with regard to the position taken by one of the stakeholders: active opposition, passive opposition, indifferent, passive support and active support. The position determines the direction of the impact that the stakeholders have with regard to the decisions concerning the project. Mendelow (1981) presente a model for environmental analysis in the context of concept of stakeholders and includes the dynamism of the environment and the power of the stakeholders in relation with the company or, as in this case, the draft CSRT. A contrary degree of involvement in green initiatives due to variations in the breadth of service offered and the importance attributed to environmental issues (Evangelista, 2014). Lee and Wu (2014) try to address the way in which economic and environmental performance can be measured concurrently in order to deal with sustainability challenges. According Mendelow (1981), the basis on which the stakeholders possess the power relative to an organization is likely to change depending on the impact of stakeholders. The model presented is composed of a grid where power and dynamism are the relevant factors. The authority part varies from low to high and the dynamism one varies from static to dynamic. In a static environment it is implied that there is little likelihood that the stakeholders change their power base, whereas in a dynamic environment it may lead to changes in the databases from which stakeholders derive their power.

Johnson and Scholes (1998), have simplified and adapted the model of Mendelow (1981) and change the axis of dynamism to measure the interest of stakeholders, and thus formulated matrix power/interest (see fig.1).

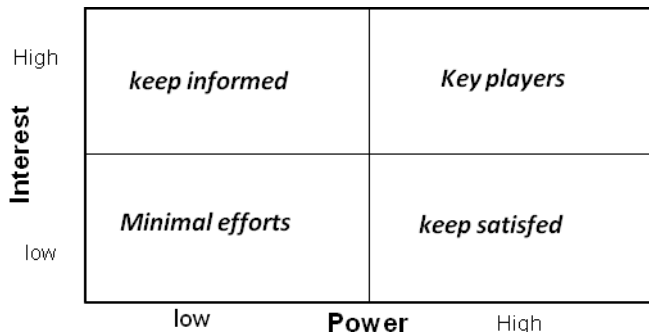


Fig 1. The mapping of stakeholders: the matrix Power / interest according to Johnson and Scholes (1998)

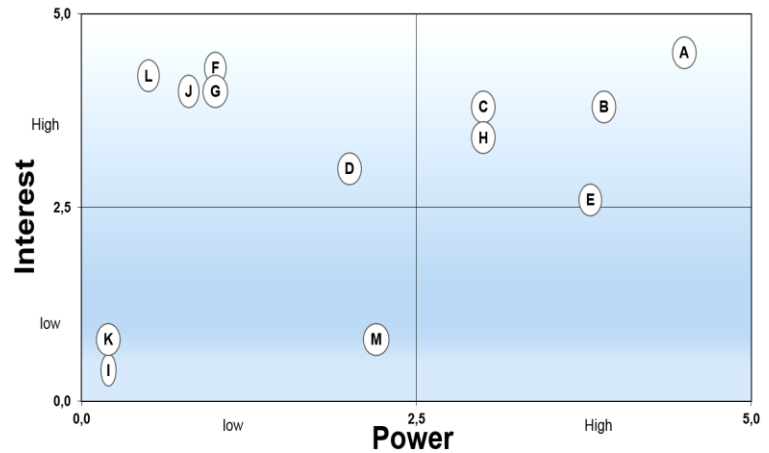


Fig 2. Matrix Power / interest of the CSRT system

- A: The State
- B: Transport Company
- C: Professional Association Syndicate
- D: Charger
- E: Technical Control Center
- F: Driver
- G: Educational System
- H: Manufacturer
- I: Civil Engineering And Building Companies
- J: Civil Society
- K: Workshops Repair
- L : User
- M : Media

VII. THE PAIRING OF STAKEHOLDERS & ATTRIBUTES:

In this part we have focused on the stakeholders who have at least 7 attributes.

The tables below issued a great number, for each stakeholder, of descriptions of their obligations and responsibilities to each active attribute.

*: *The roles and obligations / explicit responsibilities for each stakeholders, are indicative and not at a limiting title; several additions may be provided, depending on the requirements of the environment and the situation of each country.*

1 The State			
N°	Attributes	Role *	Obligations / Responsibilities *
1	Power	Legislation, control and sanction	- Puts in place the laws - Check their applications - To punish the offenders
2	Responsibility	Please to the promotion of theCulture of the CSRT	Upgrades the transportation sector(Strategy/Policy)
3	Behavior	Awareness of good Practices	Done in the face of corruption
4	Opposition and Refusal	Refusal of applications of Other stakeholders	Opposed and refused the requests andPressure to change laws and
5	Competence	The technical authority to decide on matters of CSRT	The control body have theCompetence to findThe offenses and verbalize the offender

6	Effect Influence	To be able to influence the Behavior of other stakeholders	Organization of lounge, conference, Day global or national ...
7	Infrastructure	Design of projects for the development of roads and highways	Control and monitoring of implementation of Infrastructure respecting
8	Vehicle	Fixing of standards Techniques for the circulation of vehicles	Eve on the application of the arrestedOf application
9	Training and Awareness	Develops programs of Training and education Road and	Sidebar the formations for the reviews of driving
10	CSR Commitment	Developed regulatory and Assistance in the area of sustainable development	To ensure awareness and The application of strategies and policies for CSRT

Table 7. Elucidating the roles and missions of the State in the CSRT

2 Transport			
N°	Attributes	Role *	Obligations / Responsibilities *
2	Responsibility	In terms of strategy in Management of transport and in terms of HR practices vis-to-screws of drivers, as well as the observance of the	The choice of adoption of a Strategy of CSRT
3	Behavior	Respect for the regulations in Force	Development of a regulation Internal which encompasses the guidelines of CSRT
5	Competence	The effect of experience and Professionalism	Guide of good practices
6	Effect Influence	Register as entity with these Partners in a CSRT approach	Specifications of load CSRT
7	Infrastructure	Preserve the infrastructure	Prohibit the overload of Goods
8	Vehicle	Tracer a policy of Rejuvenation of the fleet vehicle and maintenance with all its facets (preventive, systematic and curative)	Encourage the leasing and the Observance of the periodicity of the technical visit
9	Training and Awareness	Integrate the spirit and practices of CSRT in the development Training programs (diploma, qualifying and continues)	Roommate communication and Awareness of the strategy CSRT, especially the communication channels, which might influence all targets.
10	Commitment CSR	Integrate CSR practices in the Business strategy	Social coverage, Reducing the carbon footprint

Table 8. Elucidating the roles and missions of the transport undertaking in the CSRT

4 Educational			
N°	Attribut	Role *	Obligations / Responsibilities *
1	Power	Having a decision-making role in training programs	Introduce the CSRT in the Different training programs (Awareness, Awarding, Qualifying and continuous)
2	Responsibility	Ensure the bases of CSRT formations	Develop programs type Training CSRT
3	Behavior	Promote and encourage The introduction of training programs CSRT screw-to-screw of All the public (children, trainees, students, citizens etc.)	Raise awareness among teachers, trainers, advisers, consultants, teachers, managers ... on the formations CSRT
5	Competence	Build training programs CSRT relevant and sustainable	Adaptation of programs According to the educational levels
6	Effect Influence	Do influence students For the CSRT	Do workshops on the CSRT Made by students
9	Training and Awareness	Execution of programs of CSRT	Print books educational CSRT
10	CSR Commitment	Participate to promote the spirit and the principles of CSRT in the Various training programs, screw-to-screws of various publics.	

Table 9. Elucidating the roles of the educational system in the CSRT

6 Technical control center			
N°	Attributes	Role *	Obligations / Responsibilities
1	Power	Power technique on the granting of the certificate of technical control.	Decide on the technical compliance of vehicles, Be impartial in the granting of certificates of vehicles.
2	Responsibility	Assume the entire responsibility for technical compliance of vehicles checked.	Ensure the technical compliance Of vehicles according to the requirements and specifications, Affix strong sanctions and closed in case of fraud, of the center of visit (falsification of the results of technical control).
3	Behavior	Apply diligently Loyalty and the code of ethics of the profession	Demonstrate: professionalism, Neutrality, impartiality, accuracies ... in the exercise of the profession.
5	Competence	Issuance of certificates of compliances	reliable techniques
8	Vehicle	Carefully evaluate the vehicles for the detection of	Real
9	Training and Awareness	Ensure double Operation of the center Visit: control of compliance and awareness & Training	Open Day on the CSRT Posters, pamphlets and booklet on the thematic of CSRT
10	CSR Commitment	- Ensure on respect of environmental standards by the Motor vehicles (Carbon Footprint) Engage in CSR, for as an actor citizen (fight against corruption), etc.	

Table N 10. Elucidating the roles of the Technical control center in the CSRT

VIII. CLASSIFICATION OF STAKEHOLDERS:

Classification	Stakeholders	Shares Of attributes
1	The State or government	10
2	Transport Companies	8
3	Educational System	7
4	Technical control centers	7
5	Drivers	6
6	Chargers	6

Classification	Stakeholders	Judgment power/interest
11	Civil engineering and building companies	20.25
12	The State or government	5
2	Transport Companies	14.82
3	Professional Association syndicate	11.04
4	Manufacturers	10.20
5	users	9.88
6	Charger	6.00
7	Driver	4.30
8	Educational System	4.00
9	Civil society	3.20
10	users	2.10
11	Media	1.76
12	Workshops Repair	0.16
13	Civil engineering and building companies	0.08

Table N 11. Classification of stakeholders by shares of attributes

Table N 12. Classification of stakeholders

by Judgment power/interest

*: Judgment power/interest: Evaluation (power) * Evaluation (interest)

In table Nr11, the first two stakeholders' in the classification are those who have the largest number of shares of attributes. Thus, they are those who have the most responsibilities and obligations. In table Nr 12 and according to the matrix power & interest, among the key actors of the project it is restored to the state and the transport company, but for the rest of the stakeholders the collation is not even in the two tables. The first two stakeholders of the two rankings are "the State" and "transport company"; they have a major impact on the project of establishing a CSRT system, and therefore their role is crucial to the success of the project. However, it must not underestimate the importance and the role of other stakeholders, and then that without them the project will not finish. Cooperation between stakeholders is needed in order to increase load factors in the system by rising transparency and offering free capacity to other operators (Blinge, 2014).

IV. CONCLUSION

The adaptation of the transport strategy and the public policies to the requirements and objectives of competitive and sustainable road transport can be realized only if a certain level of maturity and responsibility are growing in common agreement with a collaborative approach between all stakeholders.

Thus, the concept of stakeholders allows identifying the multiple obligations and interventions toward the various groups that contribute to the problem. After, we have identified the stakeholders and their attributes. We have

presented a matrix of interactions, attributes & stakeholders. This step is particularly important in the measure where it allows us to distribute in an equitable way the roles and responsibilities of each stakeholder. However, it is not sufficient for the CSRT project success. It does not allow us to have an idea on the interested stakeholders in the project. Stakeholders are divided into opponent and proponent of the project on one hand, and on the other hand to know what is the power of each one. This entails the need to conduct an additional study on the basis of the matrix stakeholder's power and interest.

In this stage we are able to classify the stakeholders by order of importance for the CSRT project based on the results of the two matrices evaluated by the working group. Therefore, the stakeholders "condition" and "transportation company" are the best placed and most mobilizes to integrate the concepts of CSRT in the problematic of the transport. In this article, we have built the scientific foundation to present a reflection of innovative support of the CSRT. As such, we are going to elaborate it in future research to assess the performance of stakeholders.

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