

CONTENTS

| | |
|---|-----|
| Foreword: Albert Hirschman's Hiding Hand <i>Cass R. Sunstein</i> | vii |
| Author's Preface: A Hidden Ambition | xv |
| Author's Acknowledgments | xxi |
| Introduction | 1 |
| ONE The Principle of the Hiding Hand | 8 |
| TWO Uncertainties | 32 |
| Varieties of Uncertainties | 34 |
| Supply Uncertainties: Technology | 35 |
| Supply Uncertainties: Administration | 42 |
| Supply Uncertainties: Finance | 52 |
| Excess Demand | 54 |
| Inadequate Demand | 60 |
| Digression: The R&D Strategy | 69 |
| Mitigation of Uncertainties | 75 |
| THREE Latitudes and Disciplines | 79 |
| Spatial or Locational Latitude | 80 |
| Temporal Discipline in Construction | 87 |
| Temporal Discipline from Construction to Operation | 95 |
| Latitude for Corruption | 99 |
| Latitude in Substituting Quantity for Quality | 103 |
| Latitude in Substituting Private for Public Outlays | 110 |

| | | |
|------|---|-----|
| FOUR | Project Design: Trait-Taking and Trait-Making | 118 |
| | The Dilemma of Design 120 | |
| | Implicit Trait-Making: A Failure in Nigeria 128 | |
| | Entrained Trait-Making 137 | |
| | The Autonomous Agency as a Hybrid 141 | |
| FIVE | Project Appraisal: The Centrality of Side-Effects | 148 |
| | Side-Effects as Essential Requirements 149 | |
| | Pure and Mixed Side-Effects 151 | |
| | Smuggling in Change via Side-Effects 156 | |
| | Cost-Benefit Analysis and the Offensive | |
| | Against Side-Effects 161 | |
| | Counteroffensives 167 | |
| | Modesty and Ambition in Project Planning 172 | |
| | Afterword: Albert Hirschman Observed | 175 |
| | <i>Michele Alacevich</i> | |
| | Index | 191 |