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2015-09-03





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# Policy and Planning for Large Infrastructure Projects: Problems, Causes, Cures

Bent Flyvbjerg

(Submitted on 28 Mar 2013)

This paper argues, first, that a major problem in the planning of large infrastructure projects is the high level of misinformation about costs and benefits that decision makers face in deciding whether to build, and the high risks such misinformation generates. Second, it explores the causes of misinformation and risk, mainly in the guise of optimism bias and strategic misrepresentation. Finally, the paper presents a number of measures aimed at improving planning and decision making for large infrastructure projects, including changed incentive structures and better planning methods. Thus the paper is organized as a simple triptych consisting in problems, causes, and cures.

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Report number: Policy Research Working Paper, WPS 3781, World Bank, Washington, DC, 2005, 32 pp



# Combinatorial results for certain semigroups of order-preserving full contraction mappings of a finite chain

A. D. Adeshola, A. Umar

*(Submitted on 29 Mar 2013 (v1), last revised 6 Dec 2013 (this version, v2))*

Let  $\mathcal{T}_n$  be the full symmetric semigroup on  $X_n = \{1, 2, \dots, n\}$  and let  $\mathcal{OCT}_n$  and  $\mathcal{ORCT}_n$  be its subsemigroups of order-preserving and order-preserving or order-reversing full contraction mappings of  $X_n$ , respectively. In this paper we investigate the cardinalities of some equivalences on  $\mathcal{OCT}_n$  and  $\mathcal{ORCT}_n$  which lead naturally to obtaining the orders of these subsemigroups.

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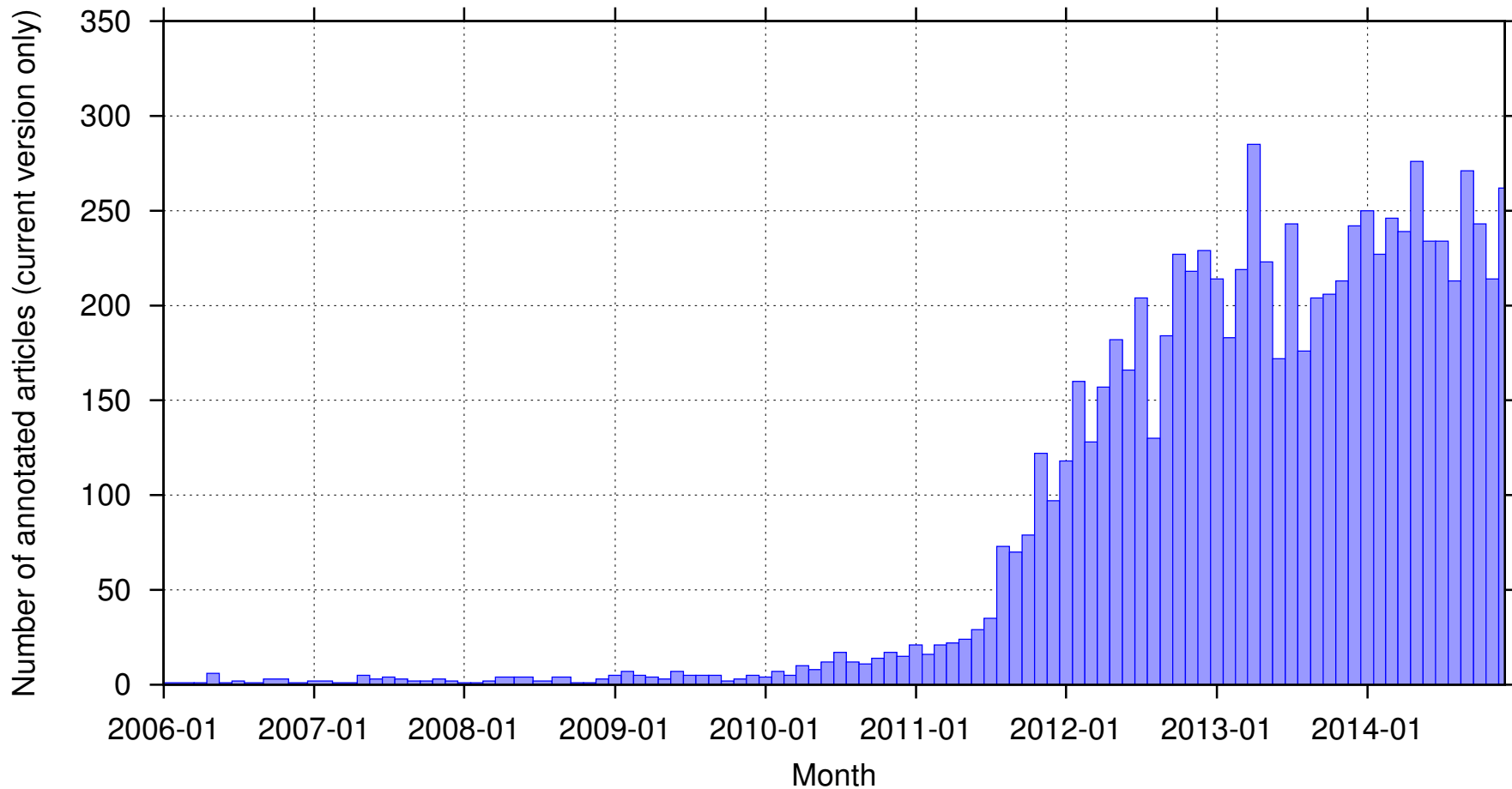
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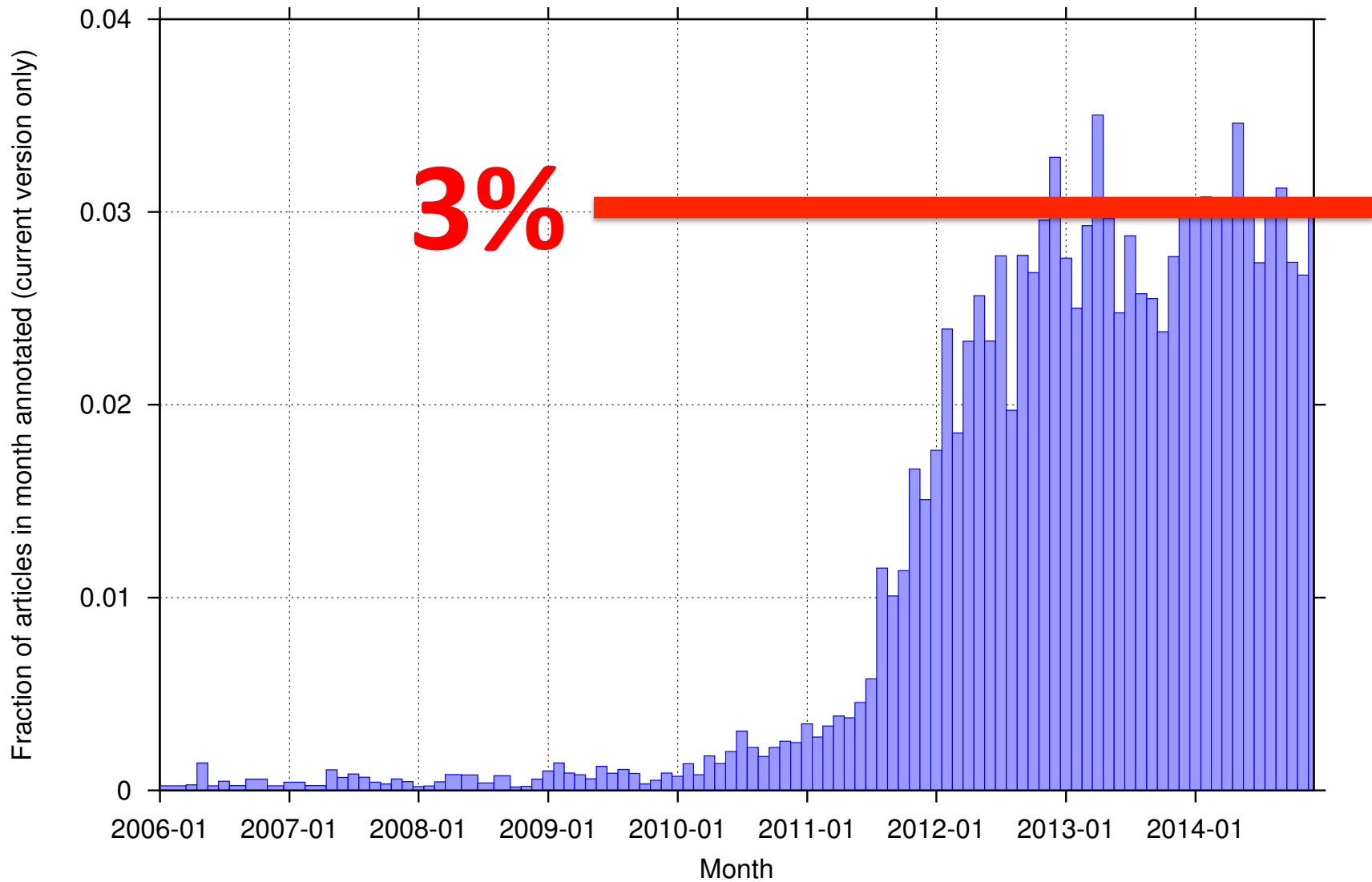
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