

the number of contracts won, Canadian companies continue to have disproportionate success in the consulting category, and this tendency may partly explain the relatively low value of individual Canadian contract awards.

It is also difficult to judge what these figures entail for Canada's future World Bank and IDB procurement performance. The declining aggregate value could indicate that disbursement and contract award levels will fall in the future. Yet, the aggregate value of contract awards may not be an accurate measure of success. As the OLIFI report on the business strategies of the 15 successful SMEs found, the small contract awards may represent the efforts of companies to strengthen their long-term position in the country market, or to make themselves "indispensable" in the eyes of the borrowers for future, more lucrative IFI-financed contracts. By undertaking these contracts in 1997, some of the companies may experience greater success in 2000 or 2001.

Category	Value (Million US\$)
Construction	1,000
Manufacturing	500
Services	1,500
Transportation	200
Energy	1,000
Water	500
Telecommunications	1,000
Other	1,000
<b>Total</b>	<b>7,000</b>

low (LNI) category. The IDB and World Bank procurement performance is also generally low, with the IDB showing a particularly low success rate in the construction and manufacturing categories. The IDB's success rate in the services category is also low, although it is higher than in the construction and manufacturing categories. The IDB's success rate in the transportation, energy, water, telecommunications, and other categories is also low. The IDB's success rate in the construction and manufacturing categories is particularly low, with a success rate of only 10% in the construction category and 15% in the manufacturing category. The IDB's success rate in the services category is also low, with a success rate of only 20% in the services category. The IDB's success rate in the transportation, energy, water, telecommunications, and other categories is also low, with a success rate of only 10% in the transportation category, 15% in the energy category, 10% in the water category, 10% in the telecommunications category, and 10% in the other category.

Although it is difficult to draw any unambiguous conclusions from the contract awards data, one observation can be made. As in previous years, in terms of