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	Solutions in FMIS Projects; Information and Communication Technology Solutions; Figure 2.15. FMIS ICT Cost per User for COTS and LDSW Solutions; Figure 2.16. Application Software Solutions in FMIS Projects; Procurement Packages and Contracts Signed; Table 2.3. Regional Distribution of the Type of T/F ASW Solutions; Figure 2.17. The Number of Procurement Packages Processed in Completed Projects Figure 2.18. The Number of Contracts Signed in Completed ProjectsImplementation Resources; Figure 2.19. Distribution of Staff Weeks Devoted to Completed Projects; Disbursement Rates; Figure 2.20. Distribution of the Total Bank Budget Allocated to Completed Projects; Figure 2.21. The Bank Budget/Year Allocated to Completed Projects; Figure 2.22. Typical Disbursement Profile of FMIS Projects; Table 2.4. Regional Variations in Restructuring and Extension of Completed Projects; Regional Variation in Design and Implementation; Table 2.5. Regional Variation of FMIS Implementation Approach 3. Project PerformanceICR Ratings; Table 3.1. Definitions of ICR Ratings; IEG Ratings; Figure 3.2. Regional Distribution of ICR Project Outcome Ratings; Figure 3.3. Regional Distribution of ICR Project Outcome Ratings; Figure 3.3. Regional Distribution of ICR Development Impact Ratings; Operational Status; Figure 3.4. Regional Distribution of IEG Development Impact Ratings; Preparation Approaches; Figure 3.5. Operational Status of Treasury/FMIS Projects; Table 3.2. FMIS Project Preparation Approach in 55 Completed Projects; Success Factors Table 3.3. FMIS Project Preparation Approach in 32 Active Projects
Sommario/riassunto	Since 1984, the World Bank has financed 87 Financial Management Information System (FMIS) projects in 51 countries totaling over US 2.2 billion, of which US 938 million was for FMIS related information and communication technology (ICT) solutions. This study presents the World Bank?s experience with these investment operations to share the achievements and challenges observed, and provide guidance for improving the performance of future projects. The report is structured according to four overarching questions:?What historical patterns emerge from World Bank financed Treasury/FMIS projects?T