Title	Budget Management Instrument and Approved Post List
Organisation	Department of Health, Western Cape Province
Innovation	The Budget Management Instrument BMI) and Approved Post List (APL) tools were both developed in-house and have continued to be maintained by the department's own staff. The tools were initially enhanced over the first year based on feedback from both support and operating staff to the point that the department have enjoyed the benefit of stable and credible financial management systems for the past five years. The APL is a multi-facetted tool that assists with strategic staff planning at departmental level (+/-33,000 staff); assisting at institutional level with regards to which posts and how many to fund and finally to monitor and control monthly staffing expenditure by regulating the posts that are filled. It integrates data from both BAS and PERSAL and services both the needs of finance and People Management. It is also a key input to MTEF Budget Model and is reported monthly at the Budget Sector and Departmental Financial Monitoring Meeting. The BMI is primarily used for the projection and monitoring current financial year expenditure for approximately 360 budget entities as well as around 70 consolidated budget sectors/groups. It is Innovative in that it integrates data from various sources (i.e. BAS,APL, various supplier generated data etc.), and therefore serves as a valuable tool to assist entity managers to identify expenditure red flags, interrogate reasons for over expenditure as well as to implement steps to curb under/over expenditure. The projections is also a key input for the MTEE Budget Model as well as the basis for Financial Management oversight carried out at the monthly Budget Sector and Departmental Financial Monitoring Meeting.
Impact	The Western Cape Department of health, like other Provincial Health Department, have faced difficult realities over the past few years. These included growth in patient numbers coupled with increased medical inflation while their allocated budget have reduced in real terms. This project has therefore played an integral role in providing the necessary financial support for the department to strategically plan how it will utilise its allocated budget while delivering a high-quality level of services to the population of the Western Cape. As a result, during the past few years the department has been able to open 2 new large district hospitals (Khayelitsha and Mitchells Plain) as well as several other smaller facilities despite not receiving additional funding. This would not have been possible without the financial discipline achieved primarily using the BMI and APL tools in conjunction with the Financial Monitoring Committee meetings. The WCDOH has utilised its allocated budget efficiently over the past 10 years without overspending and has also been issued with an unqualified audit opinion for each of these years by the Auditor-General (AG). This is primarily due to the financial discipline exercised by the department through the application of the BMI and APL tools, which set it aside from other provincial health departments. The Table below illustrates performance over the past 5 years, based on the fruits of a stable financial management environment borne out of the BMI and APL projects.

	Both the APL and BMI are key inputs for the various monthly Financial Monitoring Committee meetings, held at Region Program and Department level. The outcome of the department meeting is the approved project revenue and expenditure to be reported to Provincial Treasury through the In Year Monitoring Process. The project has sustained itself due to having a buy in from all the departments key stakeholders, Senior Management, Programme Managers, Hospital CEO's and Finance Officials as well as Head Office Finance. This has instilled financial discipline within department in not only adhering to compliance reporting requirements but also in the actual utilisation of Departments allocated budget.