



Introduction

Keeping track of the budget has been challenging over the past few years. The whole idea behind transitioning to a robust ERP system was to enable better tracking of spending within any given budget. The goal was to establish a comprehensive approach that integrates budgets, purchase orders, and actuals to ensure spending aligns with agreed-upon levels.

As a reminder, underspending is just as problematic as overspending.

Setting up an operational budget in NetSuite or Work Breakdown Structure (WBS) will allow you to do so.

Preparation upfront and converting a budget agreed with Donor to internal Standard

In 2024, we managed more than 80 projects, funded by 15 different donors. Each donor has its own standards for presentation—some require reporting by activities, others by deliverables, and some based on expense type. With that in mind, the information in NetSuite needs to be standardized and integrated to align with how we present figures to our Board.

The system will also enable tracking for budget realignments, updates, costed extensions, and more.

Subtotal Project office						132100	
5. Other costs, services^a							
5.1 Publications^a							
Editing, graphics, design	Per output	30	4'250	127'500	Per output	10	
Printing of reports and toolkits	Per output	30	2'500	75'000	Per output	10	
Multimedia Outputs e.g. podcasts, videos	Per output	15	7'250	108'750	Per output	5	
Photo / audio / video / graphic licenses and subscriptions	Per year	3	12'000	36'000	Per year	1	
5.2 Studies, research^a							
Corruption Exposure and Mapping	Per output	4	75'000	300'000	Per output	1	
5.3 Expenditure verification/Audit	Per audit	3	10'000	30'000	Per audit	1	
5.4 Evaluation costs							
	Per evaluation	2	45'000	90'000	per evaluation	1	
5.5 Translation, interpreters							
Interpretation	Per day	30	3'500	105'000	Per day	13	
Translation	Per output	55	2'500	137'500	Per output	10	
5.6 Financial services (bank guarantee costs etc.)							
5.7 Costs of conferences/seminars^a							
Conferences (approx. 30-40)	Per event	6	11'000	66'000	Per event	2	
Expert group meetings (approx. 12-15 people)	Per event	30	5'000	150'000	Per event	10	
Local Cybercrime Unit Training Seminars	Per event	3	15'000	45'000	Per event	-	
Side-event at UN CoPs or other IO meetings (network + staff approx. 24 people)	Per event	6	10'000	60'000	Per event	2	
Community Impact Meetings (network + staff approx. 24 people)	Per event	8	10'000	80'000	Per event	3	
5.8. Viability actions¹⁰							
Advocacy Campaigns	Per output	8	25'000	200'000	Per output	3	

Example from Ecosolve

Item	Unit	Quantity	Unit Cost	Total Cost	Unit Cost	Total Cost
Grantees (Individuals and Organization leaders)				60'000.00		15'000.00
-60'000 CAD per year						15'000.00
GI-TOC Policy Reports Production (Copy-editing, infographics, formatting)				40'000.00		10'000.00
-4 reports @ 10'000 CAD per report						10'000.00
GI-TOC Haiti and Caribbean Bulletin (Copy-editing, infographics, formatting)				40'327.56		10'081.89
-6 briefs @ 6'721.26 CAD per brief						10'081.89
GI-TOC Reports for the Haiti Resilience Fund Chapter				30'000.00		7'500.00
-2 reports @ 15'000 CAD						7'500.00
Thematic Policy Reports (salary for consultants and experts recruited on demand)				58'482.00		14'620.50
-1 report @ 29'000 CAD						14'620.50
Communications				12'000.00		3'000.00
-Illustrations, Vignettes and Material for social networks and website dissemination						3'000.00
Communications				3'000.00		0.00
-Podcast Production (1 per year, with in-house production + dissemination)						0.00
Communications				5'000.00		1'250.00
-Flyers, Posters, Material for events, printed copies of reports						1'250.00
Viva App				0.00		0.00
-Lump sum initial access cost for at least 6 grantees						0.00
Translations (EN / FR)				21'420.00		5'355.00
-3 Policy Reports @ 7'140 CAD						5'355.00
Translations (EN / FR)				14'280.00		3'570.00
-2 Policy Briefs @ 7'140 CAD						3'570.00
Translations (EN / FR)				7'140.00		1'785.00
-1 Report Haiti Resilience Fund Chapter @ 7'140 CAD						1'785.00
Translations (EN / FR)				7'140.00		1'785.00
-1 Thematic Reports @ 7'140 CAD						1'785.00
Sub-Total				298'789.56	0.00	73'947.39

Example from Canada

Item	April	May	June	July	Aug	Sep
42						
43	Activity 2.1 - Study on integrity of the criminal justice institutions					
44	Item					
45			£19'000.00			
46		£5'000.00		£5'000.00		£5'000.00
47		£8'000.00		£500.00		
48			£500.00	£500.00		
49						
50						
51						
52	£0.00	£13'000.00	£19'500.00	£5'500.00	£0.00	£5'000.00
53						

Example from the UK

The goal is to get to this for every single project

The Global Initiative Against Transnational Organized Crime Combined

Forecast for the year
2024
as at 08.10.2024
in Swiss Francs

Budget / Actuals Office	Budget Bogota	Budget Cape Town	Budget Geneva	Budget Vienna
INCOME				
Grants received	59'433	495'486	11'194'147	4'671'874
Grants from sister organisation	30'000	110'000	0	160'000
Revenue from sister organisation	227'587	597'880	851'575	656'023
Deferred income variation	0	0	0	0
Accrued income variation	0	0	0	0
Donations in kind	0	0	125'926	33'566
Total Revenues	317'020	1'203'366	12'171'648	5'521'462
PROGRAMME EXPENDITURE				
Personnel costs and salary consultants	-209'210	-887'074	-6'065'088	-2'294'425
Salary and consultant fees from sister organisation	0	-78'989	-1'157'342	-792'421
Consultant costs	-297	-39'019	-1'411'750	-593'236
Consultant costs in kind	0	0	19'926	0
Grants	0	0	-481'832	-484'990
Grants to sister organisation	0	0	-300'000	0
Travel expenses	-15'000	-65'708	-1'059'665	-828'170
Professional services	-50'000	-20'000	-240'000	-110'000
Communications, media and outreach	-5'000	-30'480	-288'720	-29'393
Contingency	0	0	-125'000	0
Total Expenditure related to programs	-279'507	-1'121'269	-11'149'324	-5'132'635
Net contribution to overheads	37'513	82'096	1'022'324	388'827

You will need to get the budget as set up and agreed by the donor, then you will have to convert the budget into the global board financial presentation.

This step is about figuring out what kinds of expenses the budget will include and creating a simple version of the budget (similar to the one shown to the board earlier) outside of Excel for easy understanding.

Once the Excel file is ready and the income matches the expenses, you can start working in NetSuite.

Fill in WBS in NetSuite

Get onto the project in production.

The screenshot shows the NetSuite interface for the Global Initiative Against Transnational Organized Crime. The top navigation bar includes 'Activities', 'Time recharges', 'Billing', 'Customers', 'Vendors', 'Payroll and HR', 'Financial', 'Reports', 'Analytics', and 'Documents'. The 'Home' dashboard displays reminders for 16 items. A dropdown menu is open under 'Customers', showing options like 'Leads', 'Prospects', 'Customers', 'Projects', 'Contacts', and 'Update Prices'. The 'Projects' option is highlighted, and a 'New' button is visible next to it. The bottom navigation bar shows 'Work Breakdown Structure' as the active tab.

Within the blue ribbon, select the Work Breakdown Structure

Click on New

The screenshot shows the NetSuite interface for the Global Initiative Against Transnational Organized Crime. The top navigation bar includes 'Activities', 'Time recharges', 'Billing', 'Customers', 'Vendors', 'Payroll and HR', 'Financial', 'Reports', 'Analytics', and 'Documents'. The 'Home' dashboard displays reminders for 16 items. A dropdown menu is open under 'Customers', showing options like 'Leads', 'Prospects', 'Customers', 'Projects', 'Contacts', and 'Update Prices'. The 'Projects' option is highlighted, and a 'New' button is visible next to it. The bottom navigation bar shows 'Work Breakdown Structure' as the active tab, and a 'New WBS' button is visible in the bottom left corner.

If an operational budget has already been saved, you can review what was done and make changes to the existing version if needed

In case a operational budget has already been previously saved you can see what has been done and or you can amend the version

ID	NAME	TASK	ACTIVITY CODE	EAC COST	EAC REVENUE	EAC PROFIT	EAC MARGIN	ETC COST	ETC REVENUE	ACTUAL COST
	Unmatched			0.00	0.00	0.00		0.00	0.00	0.00
1	Grants received		PROGRAMME EXPENDITURE : Grants	0.00	999,999.84	999,999.84	100.0%	0.00	999,999.84	0.00
2	Salaries and social charges recharge		PROGRAMME EXPENDITURE : Personnel Cost : Salaries and social charges recharge	522,350.00	0.00			522,350.00	0.00	0.00
3	Consultant costs		PROGRAMME EXPENDITURE : Consultant costs	179,707.00	0.00			175,710.60	0.00	3,996.40
4	Travel expenses		PROGRAMME EXPENDITURE : Travel expenses	132,000.00	0.00			132,000.00	0.00	0.00
5	Communications, media and outreach		PROGRAMME EXPENDITURE : Communications, media and outreach	2,000.00	0.00			2,000.00	0.00	0.00
6	Rental and maintenance		OVERHEAD COSTS : Rental and maintenance	52,800.00	0.00			52,800.00	0.00	0.00

The budget will always be filed in the original currency.

If the budget is divided into different activities, each sub-project will need its own Work Breakdown Structure (WBS). At the parent level, you'll see the total consolidated amount. For example, every individual DKK sub-project will need its own budget.

Edit View	PR57	24.ENVIRONMENTAL	31.12.2024	CU20 Bureau of International Narcotics and Law Enforcement Affairs (INL)
Edit View	PR58	24.USAINDEX2	31.12.2024	CU20 Bureau of International Narcotics and Law Enforcement Affairs (INL)
Edit View	PR59	24.ResNature	31.12.2024	CU21 Bureau of Oceans and International Environmental and Scientific Affairs (OES)
Edit View	PR1	24.DKK-Assass	31.12.2024	CU1 Department for Migration, Stabilisation and Fragility
Edit View	PR3	24.DKK-Contribution	31.12.2024	CU1 Department for Migration, Stabilisation and Fragility
Edit View	PR4	24.DKK-LatAm Pubs	31.12.2024	CU1 Department for Migration, Stabilisation and Fragility
Edit View	PR2	24.DKK-Main funding	31.12.2024	CU1 Department for Migration, Stabilisation and Fragility
Edit View	PR5	24.DKK-Mexico	31.12.2024	CU1 Department for Migration, Stabilisation and Fragility

You'll need to enter the name of the line, such as 'Grant Received,' and select the activity code from the drop-down menu. The grant amount should go in the revenue column, while all other amounts should be entered in the cost section.

Year	2025
Nbr of month covered	4
INCOME	Budget currency
Grants received	13'100.00
Revenue from sister organisation	0.00
Deferred income variation	0.00
Accrued income variation	0.00
Donations in kind	0.00
Total Revenues	13'100.00
PROGRAMME EXPENDITURE	
Salaries and social charges	0.00
Salaries and social charges recharge	-8'500.00
Consultants under monthly contracts	0.00
Consultants under monthly contracts costs recharge	0.00
Personnel costs and salary consultants	0.00
Salary and consultant fees from sister organisation	0.00
Consultant costs	-3'800.00

ID	NAME *	PROJECT TASK	ACTIVITY CODE *	ESTIMATE AT COMPLETION				ESTIMATE TO COMPLETE	
				COST	REVENUE	PROFIT	MARGIN	COST	REVENUE
	Unmatched			0.00	0.00			0.00	0.00
	Grant received		INCOME : Grants received	0.00	13,100.00	13,100.00	100.0%	0.00	13,100.00
	Total			0.00	13,100.00	13,100.00	100.0%	0.00	13,100.00

All figures must be entered as positive numbers.

Once all the lines have been added, include a final row and verify that the totals at the bottom of the 'Estimate to Complete' columns show Cost = Revenue.

ID	NAME *	PROJECT TASK	ACTIVITY CODE *	ESTIMATE AT COMPLETION				ESTIMATE TO COMPLETE	
				COST	REVENUE	PROFIT	MARGIN	COST	REVENUE
	Unmatched			0.00	0.00			0.00	0.00
	Grant received		INCOME : Grants received	0.00	13,100.00	13,100.00	100.0%	0.00	13,100.00
	Salaries and social charges recharge		PROGRAMME EXPENDITURE : Personnel Cost : Salaries and social charges recharge	8,500.00	0.00			8,500.00	0.00
	Consultant costs		PROGRAMME EXPENDITURE : Consultant costs	3,800.00	0.00			3,800.00	0.00
	Communications, media and outreach		PROGRAMME EXPENDITURE : Communications, media and outreach	800.00	0.00			800.00	0.00
	Total			13,100.00	13,100.00	0.00	0.0%	13,100.00	13,100.00

The initial budget should be set as the baseline budget (the original budget approved by the donor) or as the remaining budget for the upcoming fiscal year.

Any updated budget approved by the donor should be filed in the same manner.

Lines Communication System Information

Recalculate Financial Data Show Actuals Show Cost Show Revenue

ID	NAME *	PROJECT TASK	ACTIVITY CODE *
	Unmatched		
1	Grant received		INCOME : Grants received
2	Salaries and social charges recharge		PROGRAMME EXPENDITURE : Personnel Cost : Salaries and social charges recharge
3	Consultant costs		PROGRAMME EXPENDITURE : Consultant costs
4	Communications, media and outreach		PROGRAMME EXPENDITURE : Communications, media and outreach
	Total		

[Edit](#) [Back](#) [Set As Baseline Budget](#) [Actions](#)

✓ **Confirmation**
Work Breakdown Structure successfully Saved

Work Breakdown Structure

24.DKK-Assass

[Edit](#) [Back](#) [Set As Baseline Budget](#) [Actions](#)

Primary Information

PROJECT: [24.DKK-Assass](#) DESCRIPTION:

Charts

15000 Margin

To return to the project, click on the project name.

Schedule Resources Financial Project Indicators P&L Budget Work Breakdown Structure Relationships Communication Related Records Preferences System Information Custom Tax Reporting Procurement

* Data you see might not be up to date. Go to Actions > Recalculate Financial Data to refresh them.

ID	NAME	TASK	ACTIVITY CODE	EAC COST	EAC REVENUE	EAC PROFIT	EAC MARGIN	ETC COST	ETC REVENUE	ACTUAL COST	ACTUAL REVENUE
	Unmatched			0.00	0.00	0.00		0.00	0.00	0.00	0.00
1	Grant received		INCOME : Grants received	0.00	13,100.00	13,100.00	100.0%	0.00	13,100.00	0.00	0.00
2	Salaries and social charges recharge		PROGRAMME EXPENDITURE : Personnel Cost : Salaries and social charges recharge	8,500.00	0.00			8,500.00	0.00	0.00	0.00
3	Consultant costs		PROGRAMME EXPENDITURE : Consultant costs	3,800.00	0.00			3,800.00	0.00	0.00	0.00
4	Communications, media and outreach		PROGRAMME EXPENDITURE : Communications, media and outreach	800.00	0.00			800.00	0.00	0.00	0.00
	Total			13,100.00	13,100.00	0.00	0.0%	13,100.00	13,100.00	0.00	0.00

Any modification will require to run an update so that all connections are made throughout the system. Same will apply once procurement, invoices have been added

Go on the top of the page onto Action and then select "Recalculate Financial Data"

[Edit](#) [Back](#) [Set Baseline](#) [Search](#) [Print](#) [Refresh](#) [Actions](#)

Primary Information
 JOB ID: PR1 24.DKK-Assass
 PROJECT NAME: 24.DKK-Assass
 DONOR: CU1 Department for Migration, Stabilisation and Fragility
 PARENT PROJECT: PR2 Department for Migration, Stabilisation and Fragility

- Recalculate Financial Data
- Recalculate Project Plan
- Update Project Indicators
- New

When expenses are added onto the project you will see the figures there

Schedule Resources Financial Project Indicators P&L Budget Work Breakdown Structure Relationships Communication Related Records Preferences System Information Custom Tax Reporting Procurement

* Data you see might not be up to date. Go to Actions > Recalculate Financial Data to refresh them.

ID	NAME	TASK	ACTIVITY CODE	EAC COST	EAC REVENUE	EAC PROFIT	EAC MARGIN	ETC COST	ETC REVENUE	ACTUAL COST	ACTUAL REVENUE
	Unmatched			0.00	0.00	0.00		0.00	0.00	0.00	0.00
1	Grants received		PROGRAMME EXPENDITURE : Grants	0.00	999,999.84	999,999.84	100.0%	0.00	999,999.84	0.00	0.00
2	Salaries and social charges recharge		PROGRAMME EXPENDITURE : Personnel Cost : Salaries and social charges recharge	522,350.00	0.00			522,350.00	0.00	0.00	0.00
3	Consultant costs		PROGRAMME EXPENDITURE : Consultant costs	179,707.00	0.00			179,710.60	0.00	3,996.40	0.00
4	Travel expenses		PROGRAMME EXPENDITURE : Travel expenses	132,000.00	0.00			132,000.00	0.00	0.00	0.00
5	Communications, media and outreach		PROGRAMME EXPENDITURE : Communications, media and outreach	2,000.00	0.00			2,000.00	0.00	0.00	0.00
6	Rental and maintenance		OVERHEAD COSTS : Rental and maintenance	52,800.00	0.00			52,800.00	0.00	0.00	0.00
7	IT Material in Kind		OVERHEAD COSTS : IT Material & Software	4,000.00	0.00			4,000.00	0.00	0.00	0.00
8	Overhead generated by projects		OVERHEAD COSTS : Overhead generated by projects	107,142.84	0.00			107,142.84	0.00	0.00	0.00
	Total			999,999.84	999,999.84	0.00	0.0%	996,003.44	999,999.84	3,996.40	0.00

To see the actual invoice and purchase order you can click at the end onto Procurement

Then select either Purchase order or Vendor bills

Schedule Resources Financial Project Indicators P&L Budget Work Breakdown Structure Relationships Communication Related Records Preferences System Information Custom Tax Reporting Procurement

Note: Amounts shown do not include taxes. Open the transaction record to see the full transaction amount, including taxes.

TOTAL INVOICED AMOUNT FROM BILLABLES: 0.00

Purchase Orders • Vendor Bills •

DATE	TRANSACTION NUMBER	PO #	VENDOR	AMOUNT	INVOICED AMOUNT	STATUS	PROJECT TASKS	CUSTOMER INVOICES
20.04.2024	VENDBILL55		VEN105 Helen Douglas	221.81	0.00	Open		
17.12.2024	VENDBILL60		VEN233 Aleksandar Srbinovski	1,887.20	0.00	Open		
18.12.2024	VENDBILL65		VEN233 Aleksandar Srbinovski	1,887.20	0.00	Open		

In the Status column, you can check whether an invoice has been paid

You can even click on the invoice number and see

Schedule Resources Financial Project Indicators P&L Budget Work Breakdown Structure Relationships Communication

Note: Amounts shown do not include taxes. Open the transaction record to see the full transaction amount, including taxes.

TOTAL INVOICED AMOUNT FROM BILLABLES: 0.00

Purchase Orders • Vendor Bills •

DATE	TRANSACTION NUMBER	PO #	VENDOR	AMOUNT
20.04.2024	VENDBILL55		VEN105 Helen Douglas	221.81
17.12.2024	VENDBILL60		VEN233 Aleksandar Srbinovski	1,887.20
18.12.2024	VENDBILL65		VEN233 Aleksandar Srbinovski	1,887.20

The whole invoice

ORACLE NetSuite | SANDBOX | GLOBAL INITIATIVE | EMP6 Axel Chaptal

Activities Time recharges Billing Customers Vendors Payroll and HR Financial Reports Analytics Documents Setup GITOC Payments Fixed Assets SuiteApp

Bill OMUDRA042024 VEN105 Helen Douglas OPEN

Authorize Return Hide / Show PDF Actions

Primary Information

TRANSACTION NUMBER: VENDBILL55	CURRENCY: Euro - EUR	PAYMENT HOLD: <input type="checkbox"/>
REFERENCE NO: OMUDRA042024	EXCHANGE RATE: 1.00	DUE DATE: 20.04.2024
VENDOR: VEN105 Helen Douglas	VAT REGISTRATION:	DATE: 20.04.2024
ACCOUNT: 200000 Creditors - Creditors	TAX: 0.00	MEMO: Research April 5 days
AMOUNT: 250.00	DISC. AMT:	APPROVAL STATUS: Approved
PROJECT: PR101 Home Office - 24-BalkanObs?	DISC. DATE:	NEXT APPROVER: EMP6 Axel Chaptal
SUBSIDIARY: GI-TOC Austria		

Classification

2ND-REFERENCE LINE:	THEMATIC: Cybercrime	COUNTRY: Europe - Western Eur
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INVOICE

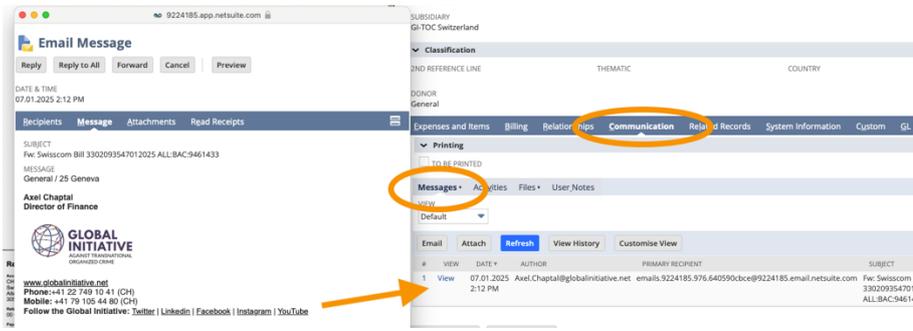
OLENA MUDRA
31 Kurilova street, Vukli Komlaty,
Kvencovskobrodsky district, Zakarpatska region, Ukraine, 90332

Invoice No: OMUDRA042024 | Date: 20/04/2024

The GLOBAL INITIATIVE - VENDOR GEGEN TRANSNATIONALE ORGANISIERTE ERDMALITZ
ZVR: 1024642959
Schneidweg 1
3010 Vienna
Austria

Description	Amount	Currency
Research April 5 days X EUR 50 per day	250	EUR

If you select Communication, then Message then click on View, you can even see the original email



in System information, you can see the whole workflow of this invoice

DATE	SET BY	CONTEXT	TYPE	FIELD	OLD VALUE	NEW VALUE
08.01.2025 2:23	EMP6 Axel Chaptal	UI	Unset	Billing Record Cannot Be Submitted On Time	F	F
08.01.2025 2:23	EMP6 Axel Chaptal	UI	Unset	Simplified Invoice Article 7.2 7.3	F	F
07.01.2025 4:24	EMP6 Axel Chaptal	UI	Change	Impact	View	View
07.01.2025 4:24	EMP6 Axel Chaptal	UI	Set	Posting Period		Jan 2025
07.01.2025 4:24	EMP6 Axel Chaptal	UI	Change	Document Status	Pending Approval	Open
07.01.2025 4:24	EMP6 Axel Chaptal	UI	Set	Billing Record Cannot Be Submitted On Time	F	F
07.01.2025 4:24	EMP6 Axel Chaptal	UI	Set	Simplified Invoice Article 7.2 7.3	F	F
07.01.2025 3:56	EMP6 Axel Chaptal	UI	Set	Reference No.	3302093547012025	
07.01.2025 3:55	EMP6 Axel Chaptal	UI	Set	Next Approver	EMP6 Axel Chaptal	
07.01.2025 3:55	EMP6 Axel Chaptal	UI	Set	Vendor	VEN1072 Swisscom (Switzerland) Ltd	
07.01.2025 3:55	EMP6 Axel Chaptal	UI	Set	Amount	211.00	

Later, you will receive a report showing the procurement details and the budgeted time for staff, including time allocated by colleagues but not yet transferred providing you an even better view on your project.

If you see actual costs on the Unmatched line, it means the activity code wasn't added to the invoice when finance recorded it in the system. Please send a polite email, and we will correct it.

ID	NAME	TASK	ACTIVITY CODE	EAC COST	EAC REVENUE	EAC PROFIT	EAC MARGIN	ETC COST	ETC REVENUE	ACTUAL COST	ACTUAL REVENUE
Unmatched				121.95	0.00	0.00	0.00	0.00	0.00	121.95	0.00
1	Grants received		INCOME : Grants received	0.00	541,596.84	541,596.84	100.0%	0.00	541,596.84	0.00	0.00
2	Salaries and social charges recharge		PROGRAMME EXPENDITURE : Personnel Cost : Salaries and social charges recharge	258,768.58	0.00			258,768.58	0.00	0.00	0.00
3	Consultant costs		PROGRAMME EXPENDITURE : Consultant costs	49,213.20	0.00			49,213.20	0.00	0.00	0.00

Remember, all invoices must be approved by project leaders before they appear here. Make sure there are no unapproved invoices pending.

While Finance has full control over invoice filing for Geneva, the organization relies on external partners for Vienna, Cape Town, and Bogotá. We cannot speed up the process in these locations, as this is a safety measure to ensure compliance with local regulations.