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Enhancing Accountability in an Alumni Community-Based Cooperative through Assistance in Preparing Financial Statements and Member Savings Records

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ABSTRACT

Purpose - This community service program aims to enhance financial accountability in an alumni community-based cooperative through participatory assistance in preparing financial statements and member savings records.
Design/methodology/approach - The program employed a document-based participatory mentoring approach. The implementation stages included needs identification, document collection, review and reconciliation, financial statement preparation, member savings record development, evaluation, and document handover. The mentoring used actual cooperative records, including bank balances, receivables, investment information, prior reports, evidence of transactions, and member savings data.
Findings - The program produced comparative financial statements consisting of a statement of financial position, income calculation, statement of changes in equity, and cash flow statement. It also generated long-period member savings records. Several important adjustments were made, including the reclassification of cooperative funds into equity, the recognition of investment returns as a reduction of investment accounts, and the settlement of prior tax payable. The results show improved asset presentation, clearer equity structure, and more systematic member-level financial records.
Research limitations/implications - This program was conducted in one alumni community-based cooperative in Cilegon City, Indonesia, with financial information presented in aggregate to maintain partner confidentiality. Future community service programs may apply similar mentoring models to other cooperatives with different organizational scales, business activities, and reporting complexities.
Practical implications - The findings indicate that document-based and practice-oriented mentoring can strengthen administrative discipline, improve account classification, enhance report readability, and provide a stronger basis for financial accountability in member meetings and cooperative decision-making.
Originality/value - This program contributes to community service and cooperative accountability practices by demonstrating how participatory mentoring can transform existing financial documents into structured financial statements and member-level savings records that support transparency, internal control, and member-based governance.

1. Introduction

Cooperatives are vital instruments for community-driven economic growth because they combine economic activities with social values centered on members. Unlike conventional business entities that primarily serve capital owners, cooperatives are founded on shared ownership, democratic participation, and mutual benefits. These principles make accountability a central element of cooperative management, as cooperative leaders are expected to maintain financial stability while protecting members' rights, savings, and trust. In member-based organizations, accountability is closely connected with transparency, internal control, participation, and access to reliable financial information for collective decision-making (Hakelius and Nilsson, 2020; Sacchetti and Tortia, 2021; Savira and Januarti, 2020).

Financial statements are essential for maintaining accountability in cooperatives. They provide important information on assets, liabilities, equity, income, expenses, cash flows, and changes in members' economic interests. These reports serve both administrative and governance functions, enabling cooperative managers to demonstrate responsible resource management to members, particularly during the Annual Members' Meeting. In Indonesia, cooperatives are legally defined as community-based economic movements founded on family principles, reinforcing the idea that cooperative governance must prioritize collective interests, transparency, and accountability to members (de Bekker and Saefullah, 2019; Nasangwe et al., 2025). Therefore, accurate financial statements are not only technical accounting documents but also instruments for strengthening institutional legitimacy and member trust.

As cooperative accounting policies in Indonesia have developed, the importance of cooperative financial accountability has grown. Cooperative financial reports are expected to be prepared systematically, accurately, transparently, and responsibly, while also reflecting relevant financial accounting standards according to the characteristics of each cooperative. In practice, this requires cooperatives to align their reporting processes with applicable standards for private entities, micro and small entities, and other relevant accounting frameworks. Previous studies show that the implementation of accounting standards in Indonesia is shaped by local accounting environments, institutional capacity, regulatory expectations, and organizational readiness (Mahsun et al., 2025; Nugraheni et al., 2022; Wahyuni and Soumena, 2025). Thus, the quality of cooperative financial reporting depends not only on formal regulation but also on the ability of cooperative managers to understand, organize, and apply accounting procedures consistently.

Although regulations and accounting standards are available, many small and community-based cooperatives still face practical challenges in preparing accurate financial statements. These challenges often arise from limited accounting expertise, incomplete transaction documentation, inconsistent account classification, and insufficient reconciliation between supporting documents and reported balances. Studies on small and medium-sized organizations indicate that bookkeeping, cash flow management, budgeting, and financial reporting quality frequently become major constraints due to limited understanding of accounting standards and internal control practices (Matsoso et al., 2021; Rudiantoro and Siregar, 2012; Wijekoon et al., 2024). In cooperatives, such weaknesses may lead to broader governance problems because unclear financial data can erode member trust, reduce participation, and create information asymmetry between managers and members.

The complexity of cooperative accountability increases when organizations maintain member savings records over long periods. These records are not merely administrative documents; they represent members' economic rights, participation, and accumulated financial interests in the cooperative. Accurate data on principal savings, mandatory savings, voluntary savings, receivables, and annual balances are necessary for members to verify their financial position and for managers to communicate the cooperative's financial condition transparently. Studies on financial literacy and financial inclusion suggest that clear financial information, transparent saving mechanisms, and accessible records can improve confidence, participation, and informed financial decision-making among individuals and communities (Lusardi, 2019; Purwanti et al., 2025; Suryavanshi et al., 2024). Therefore, improving member savings records is a crucial component of accountability, especially for community-based cooperatives whose sustainability depends on trust and member involvement.

Beyond technical reporting issues, small cooperatives require capacity-building support. Providing financial statement templates alone is often insufficient, as managers also need to understand the logic behind recording transactions, classifying accounts, reconciling financial documents, and interpreting financial statements. Participatory mentoring is particularly useful because it allows facilitators and cooperative managers to work directly with actual documents, evidence of transactions, and the specific financial problems faced by the partner organization. Research on capacity development and organizational resilience shows that small and community-based organizations require practical assistance to improve administrative literacy, strengthen internal systems, and enhance long-term sustainability (Akter, 2025; Balasubramanian et al., 2024; Burch et al., 2022; DiBella et al., 2023; Westman et al., 2021). In the context of cooperative financial reporting, mentoring functions both as a technical intervention and as a learning process that supports stronger internal accountability.

Several community service studies in Indonesia have also emphasized the importance of assisting cooperatives in preparing financial reports. Financial reporting assistance can help cooperative managers improve bookkeeping discipline, understand account structures, and prepare reports that are more useful for member accountability. Previous programs have shown that mentoring in financial statement preparation, technology-based bookkeeping, and accounting standard socialization can strengthen financial reporting quality and institutional accountability in cooperative settings (Kurniasari et al., 2022; Nastiti and Nevia, 2023; Nastiti and Santoso, 2023; Pebriani et al., 2024). These findings indicate that cooperative accountability is most effectively strengthened through direct assistance that combines accounting expertise, document review, practical training, and ongoing communication with cooperative managers.

This community service program was conducted at an alumni cooperative in Cilegon City, Indonesia. Before the mentoring process, the cooperative carried out member-based financial activities, including the collection of funds, principal savings, mandatory savings, receivables, investment activities, and other income. The cooperative required assistance in preparing the 2024 financial statements, adjusting the 2023 and 2022 financial reports for consistency, preparing member savings records for the 2015–2024 period, reconciling balances, and reclassifying several accounts. The initial review identified practical issues with fund classification, treatment of investment income, and settlement of prior-year tax liabilities. These conditions show that the cooperative needed not only final financial statement outputs but also a structured mentoring process to clarify the treatment of accounts and improve the reliability of financial information.

This article describes how participatory mentoring helped an alumni community-based cooperative prepare financial statements and record members' savings within a back-issue reporting period. It emphasizes the importance of document-supported, practice-oriented guidance to strengthen financial accountability through comparative financial statements, account clarification, member savings recap preparation, and program output evaluation. The contribution of this article is twofold. Practically, it provides a mentoring approach that can be adopted by small community cooperatives facing similar financial reporting challenges. Academically, it demonstrates that transparent cooperative governance depends not only on formal accounting standards but also on managers' capacity to prepare, interpret, and use financial data for member accountability and cooperative decision-making.

2. Social Theory and Development

2.1 Cooperative Accountability and Member-Based Governance

Cooperative accountability stems from the unique nature of cooperatives as organizations owned, controlled, and guided by their members. Unlike conventional business entities that mainly emphasize returns for capital owners, cooperatives must balance financial sustainability, democratic participation, and the protection of members' economic rights. This makes accountability a form of relational governance, in which managers are responsible for providing financial information that is transparent, verifiable, understandable, and useful for members. In this context, accountability is not limited to regulatory compliance. It also involves reducing information asymmetry, maintaining organizational trust, and enabling members to evaluate how collective resources are managed and used (Hakelius and Nilsson, 2020; Sacchetti and Tortia, 2021; Savira and Januarti, 2020).

Member-based governance depends on reliable administrative and financial systems because members need clear information about savings, receivables, equity, income, expenses, and surplus distribution to participate effectively in cooperative decision-making. A strong financial accountability system improves members' ability to control the organization through meetings, deliberation, evaluation, and collective decisions. Previous studies highlight that accountability strengthens organizational legitimacy when reporting practices are aligned with stakeholder interests and supported by internal control, ethical governance, and responsible reporting mechanisms (Ahlström and Monciardini, 2022; Grossi and Thomasson, 2015; Shaoul et al., 2012; Sjåfjell, 2020). Therefore, in an alumni community-based cooperative, financial statements and member savings records are not merely administrative outputs; they are governance instruments that connect managerial responsibility with members' rights, participation, and trust.

2.2 Financial Reporting Standards for Cooperatives

Financial reporting standards are important for cooperatives because they provide a structured basis for recording transactions, classifying accounts, measuring financial position, and communicating organizational performance. Cooperative financial statements generally include information on assets, liabilities, equity, income, expenses, cash flows, and changes in members' economic interests. These reports support accountability by enabling cooperative managers to explain financial conditions to members in a systematic and comparable manner. In Indonesia, cooperative reporting practices are influenced by the development of financial accounting standards, institutional regulations, and the practical capacity of cooperative managers to apply those standards consistently (Mahsun et al., 2025; Nugraheni et al., 2022; Rudiantoro and Siregar, 2012).

For community-based cooperatives, the application of financial reporting standards is often challenging because cooperative transactions may involve principal savings, mandatory savings, voluntary savings, receivables, investments, member funds, operational income, and other member-related balances. These transactions require proper classification so that liabilities, equity, income, and investment returns are not mixed inappropriately. Studies on financial reporting quality show that accounting information becomes more useful when it is reliable, understandable, relevant, and supported by adequate internal control mechanisms (Kaawaase et al., 2021; Nuhu et al., 2024; Sairam, 2025). Thus, cooperative financial reporting requires not only the availability of standards but also the practical ability to interpret transactions according to their economic substance.

In small and community-based organizations, reporting weaknesses often arise from limited accounting knowledge, incomplete documentation, inconsistent bookkeeping, and weak reconciliation procedures. These weaknesses can reduce the credibility of financial reports and weaken accountability to members. Prior studies indicate that small entities frequently experience difficulties in budgeting, bookkeeping, cash flow management, and the preparation of financial statements because of limited technical capacity and limited familiarity with accounting standards (Matsoso et al., 2021; Rudiantoro and Siregar, 2012; Wijekoon et al., 2024). In a cooperative setting, these challenges are more sensitive because financial reporting is directly related to member trust and the protection of members' economic rights.

2.3 Community-Based Cooperative Mentoring

Community-based cooperative mentoring is essential because financial reporting problems are not solely technical; they are also institutional, educational, and managerial. Although cooperative managers may have transaction data and supporting documents, they often need assistance in classifying accounts, reconciling balances, interpreting financial statement components, and organizing member savings records. Participatory mentoring is particularly relevant because it enables the assistance process to be based on the cooperative's actual documents, real administrative conditions, and specific reporting challenges. This approach is consistent with capacity-building literature, which emphasizes that small and community-based organizations need practical, hands-on learning to strengthen administrative skills, internal systems, and organizational resilience (Balasubramanian et al., 2024; Burch et al., 2022; DiBella et al., 2023; Westman et al., 2021).

This study views mentoring as an implementation-focused intervention that connects accounting standards with cooperative practice. The mentoring process does not only produce financial statements; it also helps managers understand the economic substance of transactions, such as distinguishing income from investment returns, separating liabilities from equity, clarifying member-related balances, and reconciling supporting documents with reported amounts. Research on financial literacy and financial inclusion shows that clearer financial information can improve confidence, participation, and saving behavior among individuals and communities (Lusardi, 2019; Purwanti et al., 2025; Suryavanshi et al., 2024). Therefore, mentoring in preparing financial statements and member savings records serves as a strategic approach to improving cooperative accountability, administrative discipline, and member trust.

Previous community service programs also indicate that direct assistance in cooperative financial reporting can improve bookkeeping discipline and reporting quality. Mentoring activities related to financial statement preparation, technology-based bookkeeping, and accounting standard socialization have been shown to support cooperative managers in understanding transaction recording, preparing financial reports, and improving accountability to members (Kurniasari et al., 2022; Nastiti and Nevia, 2023; Nastiti and Santoso, 2023; Pebriani et al., 2024). These findings support the argument that financial accountability in cooperatives cannot be strengthened only through formal rules. It also requires practical guidance that enables cooperative managers to prepare, explain, and use financial information in organizational decision-making.

2.4 Conceptual Framework of the Study

The conceptual framework of this study explains the relationship between cooperative governance problems, participatory mentoring, financial reporting outputs, and accountability improvement. The initial problem arises from several practical weaknesses in cooperative management, including incomplete reconciliations, unclear account classifications, inconsistent financial statement formats, and disorganized member savings records. These weaknesses can reduce the clarity of financial information and limit the ability of cooperative managers to provide transparent explanations to members. Through participatory mentoring, the cooperative receives assistance in identifying required documents, reviewing transactions, reconciling balances, preparing comparative financial statements, clarifying account treatment, and organizing member savings records.

The mentoring process is expected to strengthen cooperative accountability by producing systematic financial statements, clearer member savings records, improved account classification, and better readiness for accountability reporting during member meetings. The framework also positions mentoring as a bridge between formal accounting standards and the practical capacity of cooperative managers. In this sense, document-based mentoring transforms administrative problems into reliable financial reports and stronger member-based governance. These relationships are presented in Figure 1.

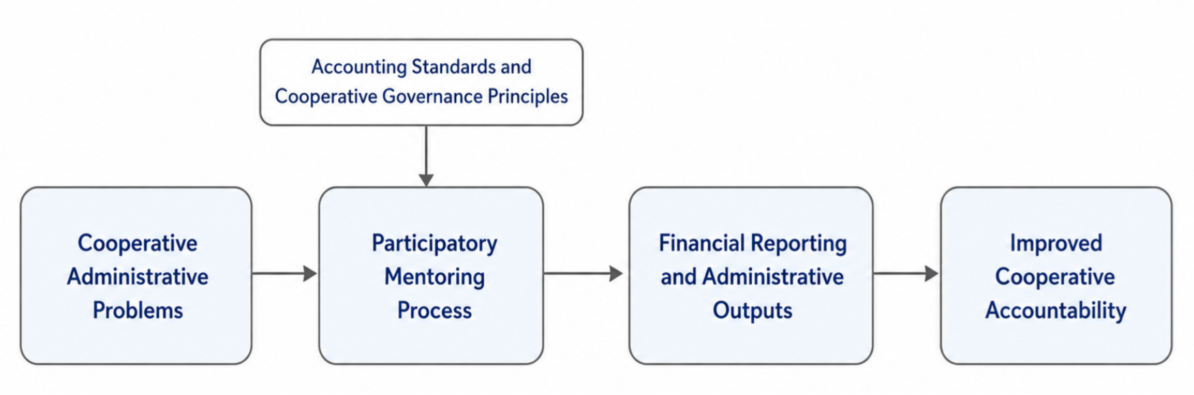

Figure 1. Conceptual Framework of the Study

3. Method Innovation

3.1 Program Design

This community service program was designed as a participatory mentoring intervention to enhance financial accountability within an alumni-led cooperative. This design was selected because the partner did not only face the absence of formal financial statements, but also encountered practical limitations in transaction recording, account classification, reconciliation, and the use of financial information for member accountability. The program emphasized document-based and implementation-oriented assistance by using the cooperative's actual financial records, including bank balances, receivables, investment information, prior reports, evidence of transactions, and member savings data. This approach ensured that the mentoring process did not stop at knowledge transfer, but also produced practical accountability documents that could be used by cooperative managers and members (Auge-Dickhut et al., 2016).

Participatory mentoring is relevant for small and community-based organizations because capacity-building is more effective when it is aligned with real organizational needs, internal documents, and actual administrative challenges. In this program, mentoring was carried out through direct review of cooperative documents, clarification of the substance of transactions, preparation of comparative financial statements, and development of members' savings records. Structured accounting assistance can strengthen administrative discipline, improve reporting quality, support internal control, and contribute to better organizational performance (Balasubramanian et al., 2024; DiBella et al., 2023; Kaawaase et al., 2021; Mansour et al., 2025; Matsoso et al., 2021). Therefore, the program design combined technical accounting support with a community service orientation that prioritizes learning, accountability, and practical usefulness for the partner.

3.2 Partner Profile and Program Setting

The program partner was an alumni-led cooperative based in Cilegon City, Indonesia. The cooperative managed member-driven financial activities, including principal savings, mandatory savings, voluntary savings, member receivables, investments, and other income. As a member-focused organization, the cooperative's sustainability depends on trust, transparency, and managers' ability to clearly communicate its financial position to members. Cooperative sustainability is closely related to social capital, member participation, and accountable governance practices that enable members to understand how collective resources are managed (Martínez-López et al., 2025; Savira and Januarti, 2020).

To maintain ethical standards and confidentiality, the partner cooperative's identity was anonymized, and financial information was presented in aggregate to protect internal organizational details. The program focused on preparing comparative financial statements for 2024, 2023, and 2022, clarifying account classifications, and developing member savings records for the 2015–2024 period. This setting made the program a practical governance intervention by helping the cooperative develop more reliable internal reporting and clearer member-level financial records. Reliable reporting can reduce information asymmetry, support democratic participation, increase transparency, and strengthen member confidence in cooperative management (Grossi and Argento, 2022; Hakelius and Nilsson, 2020; Lusardi, 2019; Nuhu et al., 2024).

3.3 Implementation Stages

The mentoring program consisted of six sequential stages: needs identification, document collection, review and reconciliation, financial statement preparation, member savings record development, and evaluation and handover. These stages were arranged to ensure that each report was supported by traceable documents and validated through discussion with cooperative managers. The process connected technical accounting activities with accountability objectives. Needs identification was used to define reporting problems and the scope of assistance. Document collection provided evidence for reconciliation. Review and reconciliation were used to check balances and account classifications. Financial statement preparation transformed working data into systematic reports. Member savings record development improved accountability at the individual member level. Evaluation and handover ensured that the final outputs were understandable, usable, and relevant for internal monitoring and member meetings.

This structured approach was necessary because weak documentation and inconsistent bookkeeping can reduce the reliability of financial reports. Previous community service and accounting studies show that diagnosis, document review, technical assistance, reconciliation, and output validation are important components of effective financial reporting assistance for cooperatives and small entities (Kurniasari et al., 2022; Nastiti and Nevia, 2023; Nastiti and Santoso, 2023; Omokhoa et al., 2024; Rudiantoro and Siregar, 2012; Wijekoon et al., 2024). The implementation stages of the cooperative financial reporting mentoring program are presented in Table 1.

3.4 Data Collection and Document Review

Data collection was conducted by gathering the cooperative's financial and administrative documents, including bank statements, cash and bank balances, deposit records, investment data, member receivables, previous financial reports, member savings details, and supporting evidence of transactions. These documents formed the basis for preparing comparative financial statements and member savings records. The review process focused on verifying document completeness, checking consistency across records, and understanding the economic substance of transactions. Particular attention was given to cooperative funds, investment returns, taxes payable, receivables, savings balances, liabilities,

Table 1. Implementation Stages of the Cooperative Financial Reporting Mentoring Program

Stage	Activity	Purpose	Output
1	Needs identification	Initial discussion with cooperative managers, document mapping, and determination of the mentoring scope to identify financial reporting problems, member savings administration issues, and priority areas for assistance.	List of data needs, mentoring agenda, and program scope.
2	Document collection	Collection of bank statements, bank balances, prior-year financial reports, receivables data, savings data, investment information, and transaction evidence to provide traceable source documents for financial statement preparation and reconciliation.	Source documents and working data.
3	Review and reconciliation	Review of cash, deposits, member receivables, investments, liabilities, savings, equity, income, expenses, and surplus accounts to ensure consistency of figures, completeness of supporting data, and appropriateness of account classification.	Reconciliation working papers and account review notes.
4	Financial statement preparation	Preparation of the statement of financial position, income calculation, statement of changes in equity, and cash flow statement to produce systematic and comparable financial statements for 2024, 2023, and 2022.	Draft comparative financial statements.
5	Member savings record development	Preparation of member master data, 2015–2024 balance recaps, principal savings, mandatory savings, voluntary savings, individual member records, and member receivables recaps to improve member savings administration and support member-level accountability.	Member savings records and balance recaps.
6	Evaluation and handover	Discussion of results, validation by cooperative managers, preparation of recommendations, and handover of final documents to ensure that outputs are understandable, usable, and ready to support cooperative accountability.	Final financial reports, member savings records, recommendations, and implementation documents.

equity, income, and expenses.

The document review was important because accurate financial reporting depends on evidence-based recording, clear documentation, and consistency between transaction data and reported balances. Inadequate documentation can increase the risk of misstatement and weaken accountability. Proper classification, reconciliation, and internal control are essential to ensure that financial statements provide reliable information for governance and decision-making (Choi, 2026; Kaawaase et al., 2021; Rudiantoro and Siregar, 2012). In this program, document review was not treated as a separate administrative activity, but as the foundation for preparing reports that could be explained and justified to cooperative members.

3.5 Evaluation Instruments

The program evaluation used three instruments: a document completeness checklist, a report quality rubric, and partner interviews or testimonials. The document completeness checklist was used to verify whether the required source documents were available and adequate for report preparation. The report quality rubric assessed the completeness, consistency, readability, and usefulness of the financial statements and member savings records. Partner interviews and testimonials were used to confirm whether the outputs were understandable, practical, and relevant for cooperative accountability.

This output-focused evaluation was important because the success of community service should not be measured only by the implementation of activities, but also by the usability of the outputs for the partner organization. Financial reporting assistance becomes meaningful when the partner can understand the documents, use them for internal monitoring, and present them in member accountability forums (Pebriani et al., 2024). In addition, evaluation emphasized governance usefulness, as transparent financial reporting supports decision-making, reduces information asymmetry, and strengthens stakeholder trust (Ahlström and Monciardini, 2022; Grossi and Argento, 2022; Nuhu et al., 2024). Therefore, the evaluation instruments were designed to assess both technical quality and practical accountability value.

4. Result Innovation

4.1 Initial Partner Conditions and Mentoring Needs

The initial assessment showed that the cooperative had maintained several financial records, including bank balances, member receivables, investment information, savings records, and prior-year reports. However, these documents had not yet been organized into a systematic set of financial statements for formal accountability reporting. The partner's main needs included preparing the 2024 financial statements, adjusting the 2023 and 2022 reports for consistency, developing member savings records for the 2015–2024 period, and clarifying several accounts requiring reclassification. These conditions indicate that the cooperative's problem was not the absence of data, but the need to transform existing data into structured, reliable, and accountable financial information.

Table 2 shows that the mentoring addressed both technical and managerial needs. Technically, the cooperative required comparative financial statements, account review, investment return clarification, tax payable settlement, and member savings records. Managerially, these outputs were needed to support transparency, internal control, and accountability to members. The first problem indicates the need for comparative financial statements covering 2024, 2023, and 2022 so that managers could observe changes in assets, liabilities, equity, income, expenses, and cash flows across periods. Therefore, the mentoring reconstructed the statement of financial position, income calculation, statement of changes in equity, and cash flow statement.

The second and third problems show that account classification was a key issue. Cooperative funds were reclassified from liabilities to equity because their substance reflected internal surplus allocation rather than repayment obligations. Investment returns were also recorded as a reduction of the investment account, not as income, to prevent surplus overstatement. The fourth problem concerned the settlement of 2023 tax payable in 2024, which resulted in a nil tax payable balance. The fifth problem related to member savings administration, where the mentoring produced savings templates, 2015–2024 balance recaps, and receivables records. Overall, Table 2 indicates that the mentoring produced outputs that strengthened financial reporting structure and member-level accountability.

Table 2. Mapping of Partner Problems, Mentoring Actions, and Program Outputs

Partner Problem	Mentoring Action	Program Output
Financial statements had not been prepared comparatively for 2024, 2023, and 2022.	Reconstructed the statement of financial position, income calculation, statement of changes in equity, and cash flow statement.	Three-year comparative financial statements.
The classification of cooperative funds required review based on economic substance.	Reclassified cooperative funds from liabilities to equity because they originated from surplus allocation and did not create a direct repayment obligation.	Account classification aligned with the character of internal cooperative funds.
Investment returns risked being incorrectly recognized as income.	Clarified the transaction and recorded the return of investment as a reduction of the investment account.	Surplus was not overstated by non-income transactions.
Prior-year tax payable still needed settlement in the current period.	Recorded the settlement of the 2023 tax payable in 2024.	The 2024 tax payable balance became nil.
Member savings records had not been compiled comprehensively over a long period.	Prepared member savings templates, 2015–2024 balance recaps, and member receivables records.	Member savings records ready for monitoring and member meetings.

Table 3. Summary of the Cooperative Statement of Financial Position for 2022–2024

Item	2024	2023	2022	Interpretation
Total assets	IDR 238,605,933	IDR 236,526,089	IDR 233,776,684	Assets increased by approximately 0.88% from 2023 to 2024.
Total liabilities	IDR 94,938,070	IDR 95,308,426	IDR 95,555,535	Liabilities slightly decreased because the 2023 tax payable was settled.
Total equity	IDR 143,667,863	IDR 141,217,664	IDR 138,221,149	Equity increased by approximately 1.74% from 2023 to 2024.
Cash	IDR 143,305,933	IDR 73,726,089	IDR 70,976,684	Cash increased mainly due to deposit liquidation and return of investment.
Deposits	IDR 0	IDR 30,000,000	IDR 30,000,000	Deposits were fully liquidated during 2024.
Investments	IDR 77,000,000	IDR 114,500,000	IDR 114,500,000	Investments decreased due to a return of investment of IDR 37,500,000.

Table 4. Summary of the Cooperative Income Calculation for 2022–2024

Item	2024	2023	2022	Analytical Note
Bank interest income	IDR 582,702	IDR 425,165	IDR 1,542,670	Income came from bank interest or current account services.
Deposit income	IDR 2,465,842	–	–	Deposit yield was recognized as other income, not as liquidation of deposit principal.
Bank administration expense	(IDR 222,000)	(IDR 301,033)	(IDR 251,534)	Expense related to bank account activity.
Tax on bank interest	(IDR 11,634)	–	–	Tax on bank interest was recorded separately for transparency.
Other transaction expenses	(IDR 63,416)	(IDR 853,265)	(IDR 1,239,867)	Other expenses decreased in 2024.
Surplus after tax	IDR 2,076,044	IDR 2,267,381	IDR 4,302,324	The 2024 surplus decreased by approximately 8.44% compared with 2023.

4.2 Financial Statement Preparation Results

Table 3 shows that the cooperative maintained a relatively stable financial position during 2022–2024. Total assets increased from IDR 233,776,684 in 2022 to IDR 236,526,089 in 2023 and IDR 238,605,933 in 2024. The increase from 2023 to 2024 was IDR 2,079,844, or approximately 0.88%, indicating modest asset growth. However, the most notable change was not the total asset increase but the shift in asset composition. Cash increased significantly from IDR 73,726,089 in 2023 to IDR 143,305,933 in 2024, while deposits declined from IDR 30,000,000 to zero and investments decreased from IDR 114,500,000 to IDR 77,000,000. This indicates that part of the cooperative's deposits and investments was converted into cash. Therefore, the increase in cash should not be interpreted as an increase in operating income.

Liabilities slightly decreased from IDR 95,308,426 in 2023 to IDR 94,938,070 in 2024 due to the settlement of prior-year tax payable. Equity increased from IDR 141,217,664 to IDR 143,667,863, showing a positive accumulated financial position. In 2024, equity represented approximately 60.21% of total assets, indicating that the cooperative's assets were mainly supported by equity rather than liabilities.

Table 4 shows that the cooperative generated positive surplus after tax during 2022–2024, although the amount declined across the period. Surplus after tax decreased from IDR 4,302,324 in 2022 to IDR 2,267,381 in 2023 and IDR 2,076,044 in 2024. From 2023 to 2024, the surplus declined by IDR 191,337, or approximately 8.44%. In 2024, income was mainly derived from bank interest of IDR 582,702 and deposit income of IDR 2,465,842. The deposit income represented yield from deposit placement, while the deposit principal was not recognized as income because it reflected asset conversion. Expenses also decreased in 2024. Bank administration expenses declined from IDR 301,033 in 2023 to IDR 222,000 in 2024, while other transaction expenses decreased from IDR 853,265 to IDR 63,416. The separate recognition of tax on bank interest improved expense transparency. Overall, the cooperative remained financially positive, but its surplus was modest and depended mainly on passive financial income rather than operational business activities.

4.3 Account Adjustments and Reclassification

The mentoring process identified several accounts that required adjustment or reclassification to improve the accuracy of financial presentation. The main issues included the classification of cooperative funds, the treatment of investment returns, the settlement of 2023 tax payable, and the confirmation of member receivables. These adjustments were necessary because account classification directly affects the presentation of liabilities, equity, income, expenses, assets, and surplus. Clear classification is also essential for improving financial reporting quality, reducing misstatement risk, and strengthening internal accountability (Kaawaase et al., 2021; Nuhu et al., 2024).

Table 5 shows that the adjustments were not merely technical corrections but were intended to align the reports with the economic substance of transactions. Cooperative funds were reclassified from liabilities to equity because their source reflected internal surplus allocation rather than a repayment obligation. The return of business investment was recorded as a reduction of the investment account, not as income, to

Table 5. Accounting Adjustments and Reclassifications During the Mentoring Process

Accounting Issue	Condition Before Mentoring	Adjustment	Implication for the Report
Cooperative funds	Presented as part of liabilities.	Reclassified to equity.	The equity structure better reflected internal cooperative funds originating from surplus allocation.
Return of business investment	Potentially recorded as income.	Recorded as a reduction of the investment account.	The surplus was not overstated by an inappropriate non-income transaction.
2023 tax payable	Still appeared as a liability in the prior report.	Paid in 2024 and reduced cash.	The 2024 tax payable balance became nil without burdening the 2024 surplus.
Member receivables	Needed confirmation as cooperative assets.	Retained as cooperative assets.	Facilitated monitoring of receivables and current asset position.

Table 6. Components of Member Savings Records Prepared for 2015–2024

Component	Main Content	Benefit
Member master data	Identity and basic data of cooperative members.	Serves as the basis for member administration and savings identification.
2015–2024 balance recap	Summary of member savings balances by year.	Facilitates historical tracing, balance monitoring, and reconciliation.
Principal savings	Data on initial member deposits.	Shows membership commitment and initial capital participation.
Mandatory savings	Data on routine member savings obligations.	Supports the monitoring of member compliance with cooperative savings obligations.
Voluntary savings	Data on additional savings or undistributed member balances.	Improves transparency of additional member-related balances.
Individual member records	Detailed savings and balance information for each member.	Facilitates member-level verification and accountability.
Member receivables recap	Data on member loans or receivables.	Supports asset control, receivable monitoring, and collection follow-up.

prevent surplus overstatement. The 2023 tax payable was recorded as paid in 2024, resulting in a nil tax payable balance without burdening the current-year surplus. Member receivables were also confirmed as cooperative assets because they represent claims that must be monitored and controlled. Overall, these adjustments improved the reliability, readability, and accountability value of the cooperative's financial statements, consistent with the role of internal control and proper accounting capacity in strengthening organizational reporting quality (Asif et al., 2023; Asif and Bakar, 2025; Choi, 2026).

4.4 Member Savings Record Development

The mentoring program also generated member savings records covering 2015–2024. This was significant because the cooperative is a member-driven organization, and accountability is assessed not only through overall financial statements but also through clear individual member balances. Prior to mentoring, member data needed reorganization to track better principal savings, mandatory savings, voluntary savings, receivables, and annual balances. These records aimed to enhance member-level accountability and offer a more transparent basis for verification during internal reviews and member meetings.

Table 6 displays the components of the member savings records generated during the program. The table indicates that the output was not just a single summary sheet but included several related records. These covered member master data, annual balance summaries, savings components, individual member records, and member receivables. Collectively, these elements form a comprehensive administrative framework for tracking member rights, obligations, and balances over time.

The first component in Table 6 is member master data. This record is the administrative basis for all financial information related to members, as each savings balance must be linked to a specific member identity. Without precise member master data, savings records could become difficult to verify, especially when the cooperative needs to clarify individual balances during meetings or reviews. The 2015–2024 balance recap offers a ten-year historical overview of member balances. This component is valuable because it enables the cooperative to track annual changes in members' savings. In addition, the recap supports reconciliation, allowing managers to compare yearly balances with supporting records, previous recaps, and financial statement data. Such traceable and verifiable member records are essential for cooperative governance, as accountability relies on reliable information that helps reduce information asymmetry between managers and members (Hakelius and Nilsson, 2020; Savira and Januarti, 2020).

The records of principal, mandatory, and voluntary savings detail these types of member balances separately. Principal savings show initial participation, mandatory savings cover routine obligations, and voluntary savings include additional balances. This separation helps the cooperative present member savings clearly and prevents different balance types from being mixed. It also assists managers in explaining the source and nature of each balance. The individual member records and receivables recap complete the savings management system; member records facilitate verification of individual balances, while the receivables recap helps track member obligations. Since receivables are part of the cooperative's assets, monitoring them is crucial for maintaining liquidity and asset quality. Overall, Table 6 shows that the mentoring process improved the cooperative's capacity to track member balances and support accountability. This aligns with research on financial literacy and financial inclusion, which finds that clear financial records can increase trust, confidence, and participation in financial decision-making (Alsayegh et al., 2023; Indrawati et al., 2025; Lusardi, 2019; Purwanti et al., 2025).

4.5 Discussion Innovation

The results of this community service program show that participatory mentoring can strengthen cooperative accountability when it is based on actual financial documents, direct reconciliation, and practical account clarification. The partner cooperative did not lack financial data; rather, the main issue was that existing records had not been transformed into systematic, comparable, and accountable financial statements. This finding confirms that accountability problems in small and community-based cooperatives are often related to administrative capacity, account classification, and the ability to interpret financial information, not merely the availability of transaction data. In this context, mentoring served as a bridge between accounting principles and cooperative governance practice (Rudiantoro and Siregar, 2012; Wijekoon et al., 2024).

The preparation of comparative financial statements for 2024, 2023, and 2022 improved the readability of the cooperative's financial condition. The statement of financial position showed that total assets increased modestly from 2023 to 2024, while equity increased and liabilities decreased slightly. This indicates that the cooperative maintained a relatively stable financial position during the reporting period. However, the mentoring also revealed that changes in asset composition must be interpreted carefully. The increase in cash was mainly due to deposit liquidation and the return of investment, not to operating income. This distinction is important because financial accountability requires managers to explain not only changes in numbers but also the economic substance behind those changes.

The income calculation also showed that the cooperative generated a positive surplus, although the surplus declined from 2023 to 2024. This finding suggests that the cooperative remained financially positive, but its income structure remained largely dependent on passive income, such as bank interest and deposit income. For a member-based cooperative, this condition has managerial implications. The cooperative needs to strengthen productive activities, improve receivable monitoring, and evaluate whether its financial resources are being used effectively to support members' economic interests. Therefore, the results of the mentoring should not be viewed only as reporting outputs, but also as a basis for strategic discussion among cooperative managers and members.

The account adjustments and reclassifications carried out during mentoring were central to improving the quality of financial presentation. Reclassifying cooperative funds from liabilities to equity helped align the report with the economic substance of internal cooperative funds. This adjustment improved the clarity of the equity structure and reduced the risk of presenting internal surplus allocations as repayment obligations. Similarly, recording investment returns as a reduction of the investment account prevented the surplus from being overstated by transactions that did not represent income. These adjustments demonstrate that proper account classification is essential for reliable reporting and accountability (Kaawaase et al., 2021; Nuhu et al., 2024).

The settlement of prior-year tax payable also contributed to cleaner financial reporting. By recognizing the settlement of the 2023 tax payable in 2024, the cooperative was able to present a nil tax payable balance without improperly burdening the current-year surplus. This treatment improved the transparency of liability settlement and supported more accurate period-based reporting. In cooperative governance, such clarity is important because members need to understand which balances represent current obligations, which balances have been settled, and how these transactions affect cash, liabilities, and surplus. Clear presentation reduces misunderstanding and strengthens member trust in management reports.

Another important finding is the development of member savings records for the 2015–2024 period. This output is highly relevant because cooperative accountability is not only assessed at the organizational level but also at the member level. Member savings records contain information on principal savings, mandatory savings, voluntary savings, individual balances, and member receivables. These records help members verify their financial rights and obligations and enable managers to explain the cooperative's member-related balances more transparently. This supports previous arguments that clear financial information can improve confidence, participation, and informed decision-making among members and communities (Lusardi, 2019; Purwanti et al., 2025; Suryavanshi et al., 2024).

The mentoring process also demonstrated that financial reporting assistance should be conducted as a learning-oriented intervention. The program did not merely provide completed reports to the partner; it also involved document review, balance reconciliation, discussion of account substance, and evaluation of the output's usability. This approach helped cooperative managers understand why certain accounts were adjusted, why several balances needed reconciliation, and how member savings records should be organized. As a result, the program contributed to administrative discipline and practical financial literacy within the cooperative. This supports the idea that community service activities should generate sustainable capacity, not only short-term documents (Kurniasari et al., 2022; Nastiti and Nevia, 2023; Nastiti and Santoso, 2023; Pebriani et al., 2024).

From a governance perspective, the findings show that cooperative accountability depends on the connection between financial reports, member records, and participatory decision-making. Comparative financial statements provide an organizational-level view of assets, liabilities, equity, income, expenses, and surplus. Member savings records provide a member-level view of individual rights, obligations, and balances. When these two forms of information are organized consistently, cooperative managers are better prepared to explain financial conditions during member meetings. This strengthens transparency and reduces information asymmetry between managers and members (Grossi and Thomasson, 2015; Hakelius and Nilsson, 2020; Savira and Januarti, 2020).

The practical implication of this program is that small community cooperatives need assistance models that are simple, document-based, and directly connected to their reporting needs. Mentoring should begin with identifying available documents, mapping reporting problems, reviewing account classification, reconciling balances, preparing reports, and validating outputs with managers. Such a model is more suitable for small cooperatives than purely theoretical training because it addresses real administrative problems faced by the partner. The results indicate that even cooperatives with limited accounting capacity can improve accountability when they receive structured and practice-oriented assistance.

This program also has limitations. The mentoring was conducted in one alumni community-based cooperative, and the financial information was presented in aggregate to maintain confidentiality. Therefore, the findings should not be generalized to all cooperatives without considering differences in scale, business activities, management capacity, and internal control systems. Nevertheless, the program provides a useful model for similar community-based cooperatives that need assistance in preparing financial statements and member savings records. Future community service programs may expand this model by integrating digital bookkeeping tools, cooperative accounting training modules, and follow-up monitoring to ensure that the partner can maintain reporting discipline independently.

Overall, the discussion shows that participatory mentoring contributed to three main improvements: clearer financial statement presentation, more appropriate account classification, and stronger administration of member savings. These improvements are essential for cooperative accountability because they enable managers to present financial information more transparently and help members understand their economic rights more clearly. Therefore, document-based mentoring can be considered an effective community service strategy for strengthening financial governance, administrative capacity, and member-based accountability in small cooperatives.

5. Conclusion

This community service program demonstrates that participatory mentoring can strengthen financial accountability in an alumni-based, community-oriented cooperative by transforming existing financial records into structured, comparable, and usable accountability documents. The partner cooperative already had several financial and administrative records, but these records had not yet been organized into systematic financial statements and long-period member savings records. Through document-based mentoring, the program assisted the cooperative in preparing comparative financial statements for 2024, 2023, and 2022; developing member savings records for the 2015–2024 period; reviewing account classifications; reconciling balances; and clarifying the economic substance of several transactions.

The program produced several key outputs, including a statement of financial position, an income statement, a statement of changes in equity, a cash flow statement, and member savings records. The mentoring process also resulted in important accounting improvements, such as the reclassification of cooperative funds from liabilities to equity, the treatment of investment returns as a reduction of investment accounts rather than income, and the settlement of prior-year tax payable in the current reporting period. These adjustments improved the reliability, readability, and accountability value of the cooperative's financial reports.

The findings indicate that cooperative accountability cannot rely only on the availability of financial data. It also requires administrative capacity, proper account classification, document reconciliation, and managers' ability to explain financial information to members. Member savings records are particularly important because they represent members' economic rights and provide a transparent basis for verification during internal reviews and member meetings. By preparing member master data, balance recaps, savings components, individual member records, and receivables recaps, the program strengthened member-level accountability and improved the cooperative's readiness for financial reporting discussions.

Practically, this program provides a mentoring model that can be adopted by small and community-based cooperatives facing similar reporting challenges. The model begins with identifying partner needs, collecting financial documents, reviewing and reconciling balances, preparing comparative reports, developing member savings records, and validating outputs with cooperative managers. This approach is useful because it directly addresses real administrative problems and produces documents that can be used for internal monitoring, member accountability, and cooperative decision-making.

This program has several limitations. The mentoring was conducted within one alumni community-based cooperative, and the financial data were presented in aggregate to protect partners' confidentiality. Therefore, the results should be understood within the context of the partner's organizational scale, available documents, and internal administrative capacity. Future community service programs may expand this approach by involving more cooperatives, integrating digital bookkeeping systems, providing follow-up training, and developing standardized cooperative reporting templates to support sustainable accountability practices.

Ethical Statement

This community service program was conducted in accordance with ethical principles of transparency, confidentiality, respect for partner autonomy, and responsible use of organizational data. The identity of the partner cooperative was anonymized, and financial information was presented in aggregate form to protect internal organizational records and member-related data. All mentoring activities were carried out with the knowledge and cooperation of the cooperative management.

Informed Consent Statement

The cooperative management was informed about the purpose, scope, mentoring process, and intended publication of the community service results. Consent was obtained for the use of aggregated financial and administrative information in this article. No individual member identity or confidential personal financial information is disclosed in the manuscript.

Author Contributions

Retno Ryani Kusumawati was responsible for the conceptualization, community service design, field mentoring, document review, financial statement preparation assistance, member savings record development, data interpretation, manuscript drafting, and final manuscript approval. The author has read and approved the final version of the manuscript and agrees to be accountable for all aspects of the work.

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Data Availability Statement

The financial and administrative data used in this community service program are not publicly available because they contain internal cooperative information and member-related financial records. The data were used only for mentoring, reporting assistance, and aggregate analysis with the consent of the partner organization. Aggregated information supporting the discussion in this article is presented in the manuscript, while detailed documents remain confidential and are retained by the partner cooperative.

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Conflict of Interest

The author declares that there is no conflict of interest related to the implementation, analysis, interpretation, or publication of this community service article. The mentoring program was conducted for academic and community empowerment purposes, and no financial or personal relationship influenced the reporting of the results.

Declaration of Generative AI and AI-Assisted Technologies

The authors declare that no generative artificial intelligence tool was used to produce the research data, analysis, or findings of this study. Any language refinement support, if used, was limited to improving readability and did not replace the authors' intellectual contribution, interpretation, or responsibility for the content.

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