
Article DOI Link: <https://doi.org/10.3126/shss.v1i2.87651>

Spectrum of Humanities and Social Sciences (SHSS)

A Multidisciplinary Bilingual Journal

ISSN 3059-9849; Volume 1, Issue 2, December 2025, pp. 103-112

Indexed in Nepal Journals Online (NepJOL)

Research Article



Open access article



Cooperative Movement in Nepal: Issues and Solutions

Liladhar Tiwari

Mid-West University, Surkhet, Nepal

Abstract

This paper critically reviews the cooperative movement in Nepal, focusing on its main issues and solutions. The cooperative movement in Nepal has played a vital role in promoting socio-economic development, especially in rural areas. It has empowered communities by providing access to finance, creating employment opportunities, and fostering social inclusion. However, despite its contributions, the cooperative sector faces several critical challenges. This paper uses the secondary sources of data from cooperative reports, official documents, related research articles of journals, which have been minutely reviewed. This is qualitative analysis identifies the weak governance, political interference, lack of proper regulation, limited access to technology, inadequate financial literacy among members, and mismanagement of funds as the major challenges. In addition, the unchecked propagation of cooperatives has highlighted critical vulnerabilities in their transparency and accountability. Mitigating these risks necessitates a multi-faceted approach, including policy reform, robust regulatory oversight, strategic capacity-building, digital transformation, and improved financial literacy.

Article Info.

Article History

Received: 5 August 2025

Revised: 5 October 2025

Accepted: 20 November 2025

Corresponding Author

Liladhar Tiwari

✉: liladhar70@gmail.com

Copyright Information

Copyright 2025 © The author(s).

This journal is licensed under a

[Creative Commons Attribution](#)

[4.0 International \(CC BY 4.0\)](#)

[License](#).

Publisher

Graduate School of Humanities and
Social Sciences

Mid-West University

Birendranagar, Surkhet

<https://muodgshss.edu.np>



Keywords: Cooperative movement, Financial management, Economic development, Capacity building, Cooperative governance, Sustainable development

Introduction

A cooperative is an autonomous association of persons united voluntarily to meet their common economic, social, and cultural needs and aspirations through a jointly-owned and democratically-controlled enterprise (ICA, 2021). The cooperative movement emerged during the Industrial Revolution in the 19th century as a response to exploitative labor conditions and unequal wealth distribution. The Rochdale Society of Equitable Pioneers, founded in 1844 in England, is often considered the first successful cooperative. Their model established the Rochdale Principles, which continue to guide cooperatives worldwide-including democratic member control, economic participation, autonomy, education, and concern for community (Birchall, 2011).

The word 'cooperative' comes from the Latin word 'cooperari', which means working together with others. In simple words, the cooperation is the process of giving and taking from each other. Working together for a collective and common purpose is cooperative. The main goal of cooperative organizations is to improve the socio-economic status of rural people by creating cooperation and mutual support each other. Basic features of cooperatives are to organize community people into the groups, collect savings for the loan investment and social activities, share ideas on community social and economic development, empower grassroots people, grasp financial resources, access technical assistance from the related other development agencies, develop self-operating financial institutions at the local level. Therefore, the cooperation means association of a number of people in enterprises for mutual benefits. The motto of cooperation is 'each for all and all for each'. Cooperation was developed as a universal instrument of creation to release workers from exploitation and retain benefits for themselves (Neupane, 2006).

The Constitution of Nepal (2015), recognizes cooperatives as an important base of the national economy. Article 50(3) of the Constitution specifies that the economic objective of the state shall be to achieve sustainable economic development, while achieving rapid economic growth, by way of maximum mobilization of the available funds and resources through participation and to develop a socialism-oriented independent and prosperous economy while making the national economy independent, self-reliant and progressive in order to build an exploitation free society by eliminating economic inequality through equitable distribution of the improvements. The state has adopted a three-pillar economic policy for the development of the overall economy of Nepal in which the aim is to make the country prosperous through the contribution of the government, private and cooperative sectors. The state has identified the cooperative sector as the third pillar of the economy. In line with the cooperative values, norms and principles, cooperatives have been established as the community-based, member-centered, democratic, autonomous and self-governing organizations to integrate the capital, technology and talent scattered among the country's farmers, artisans, workers, low-income groups and marginalized communities or general consumers on the basis of self-reliance and reciprocity, and to achieve the economic, social and cultural upliftment of the members.

Different scholars have expressed their views on cooperatives by focusing on different aspects. However, most of the scholars agree that cooperatives are resource organizations of the poor people. They are created specially to improve their socio-economic status. According to ICA (1995) a cooperative is an autonomous association of persons united voluntarily to meet their common economic, social, and cultural needs and aspirations through a jointly-owned and democratically-controlled enterprise. To support this diffination, UN (2009) defines cooperatives as business enterprises owned and controlled by the very members that they serve. Their defining characteristic is that they are not driven by profit, but by values of self-help, democracy, equality, equity and solidarity.

World Bank (2008) has highlighted the concept of micro-finance as to be playing crucial role for providing loans to the poor populace into the groups without collateral. The activities in the micro-finance include saving and credit products, insurance and remittance services. Formal financial institutions like saving and credit cooperatives, rural development banks, public, private banks, micro-finance banks, special purpose leasing, housing and consumer finance companies are licensed and supervised by the central authority. Informal sources of financial services include rotating savings and credit associations, moneylenders, friends and relatives. Moreover, self-help groups and small financial cooperatives are in between financial organizations that provide small loans, collect savings and implement other social activities to improve the livelihood of rural populace.

Cooperative severely follows seven principles like voluntary and open membership, democratic process, financial contribution from members, freedom of autonomy and independence, education & regular training, cooperation among cooperatives and concern for community to promote and strengthen their institution to achieve the major goal of socio-economic development all over the world (Devekota, 2009).

Furthermore, the cooperative movement in Nepal, formally initiated with the enactment of the Cooperative Societies Act in 1959, has evolved from small-scale agricultural and savings groups into a intimidating force in the national economy (Dhakal & Adhikari, 2021). With over 34,000 cooperatives and a membership exceeding 6.5 million households, the sector has become a primary vehicle for financial access, particularly for rural and low-income populations underserved by formal banking institutions (DoC, 2023). By mobilizing domestic savings and providing credit for micro-enterprises, agriculture, and consumption, cooperatives have played an undeniable role in fostering local economic development and women's empowerment.

However, this rapid expansion has been accompanied by significant and increasingly publicized challenges. Recent crises, including the collapse of several large savings and credit cooperatives in urban centers, have exposed deep-seated vulnerabilities within the sector (Pradhan, 2022). These events have tough public trust and sparked a critical debate about the future trajectory of the movement. This paper, therefore, aims to critically analyze the prominent issues pursuing the Nepalese cooperative sector and propose a comprehensive set of solutions to mitigate these risks and connect the sector's full potential for inclusive growth.

In Nepal, the cooperative campaign was started with the establishment of Bakhan Cooperative Society, Chitwan in 1956. The cooperative sector, which has a history of almost 69 years, has experienced many ups and downs in Nepal. With the change in the political system of Nepal, the cooperative sector has also undergone changes in accordance with the times. Though there has been continuous development of cooperative institution in Nepal, there are numerous issues and challenges seen in the present situation. What are these challenges and how can they be solved in time is still quistanable? Therefore, this research article aims to identify the major issues seen in the cooperative sectors in Nepal and to suggest the appropriate solution in time to overcome such issues.

While the study is valuable as a policy review and qualitative synthesis, it has research gaps in empirical validation, theoretical grounding, quantitative measurement, and regional diversity. Addressing these gaps through mixed-methods, longitudinal, and comparative approaches would significantly deepen academic understanding and policy relevance of Nepal's cooperative movement. The study is highly relevant to Nepal's socio-economic context. Cooperatives are a key pillar of Nepal's economy but face governance, regulation, and management challenges; solving these is vital for inclusive and sustainable development. The main research question addressed by the study is what are the key issues and challenges facing the cooperative movement in Nepal, and what solutions can strengthen its governance and sustainability?

Objectives

The key objectives of the study are review cooperative development in Nepal, identify key issues and challenges, analyze causes of weak governance and regulation, recommend policy and institutional reforms and suggest strategies for sustainable cooperative growth.

Methodology

This study adopts a descriptive and analytical research design to review Nepal's cooperative movement, identify key challenges, and propose sustainable solutions. Using a qualitative, library-

based approach, data were primarily collected from secondary sources, including DoC reports, policy documents, academic literature, and publications by national and international organizations (ICA, UN, World Bank), supplemented by credible online sources. This approach facilitates a comprehensive understanding of governance, management, and policy issues affecting cooperatives.

Data were systematically analyzed using content analysis, thematic categorization, and comparative review. Key themes-cooperative governance, financial management, regulatory framework, human resource capacity, and socio-economic impact-were examined to identify patterns, relationships, and underlying challenges. Comparative analysis with international best practices highlighted gaps and areas for improvement, while trend reviews assessed the evolution and effectiveness of institutional reforms.

Validity and reliability were ensured through triangulation, critical evaluation of up-to-date sources, consistent analytical procedures, and cross-verification of information. The use of established cooperative principles and governance frameworks further strengthened methodological rigor. Collectively, the research design, analysis, and verification processes provide credible, evidence-based, and replicable findings and recommendations on Nepal's cooperative movement.

Finding and Discussion

Historical Evaluation of Cooperatives in Nepal

Cooperatives in Nepal have been informally established since the Rana period. Some classes and sects of Nepali society, especially Guthi, Dharmabhakari, Madhakhal, Parma, and Dhikuri, had formed informal organizations at the local level for cooperation with a sense of community. At that time, these organizations did not have a commercial purpose. The main function of these organizations was to provide assistance to members of the community when they faced problems. Even today, such informal groups are actively working in Nepali society under one name or another (DoC, 2023).

As the first organizational arrangement by the state for cooperative development, the institutional development of the cooperative movement formally began in 1953 with the establishment of the Department of Cooperatives under the Ministry of Agriculture. In 1954, the Rapti Doon (Multipurpose) Development Project was launched in Chitwan to settle flood-affected people, and on 3 April 1956, the Bakhan Cooperative Society was established in Bakhanpur (now Sharadanagar), Chitwan, to provide affordable agricultural loans to settlers (Ministry of Land Reform, Agriculture and Food, 1980). This day is considered the beginning of the cooperative movement in Nepal, and National Cooperative Day is celebrated on 3 April every year (NCFN, 2021).

The Cooperative Societies Act, 1959 and Cooperative Societies Regulations, 1961 laid the foundation for formal cooperative governance (GoN, 1959, 1961). The Cooperative Training Center was established in 1962 to enhance skills through education and training. In 1963, a cooperative bank was founded under the Cooperative Bank Act, 1962 to serve areas without cooperatives and to promote agricultural development. By 1964, a restructuring program for agricultural cooperatives was underway, integrating cooperative work into the land reform program (Ministry of Land Reform, Agriculture and Food, 1980).

The Cooperative Act, 1991 was a milestone that ensured the autonomy of cooperatives according to international cooperative principles, leading to a surge in cooperative formation (GoN, 1991). Subsequent legislative and policy milestones include the National Cooperative Development Board Act, 1992, Cooperative Regulations, 1992, and the National Cooperative Policy, 2012 (GoN, 1992, 2012). The Constitution of Nepal, 2015, recognized cooperatives as one of the three pillars of the national economy, along with the public and private sectors (GoN, 2015).

The Cooperatives Act, 2017 and Cooperatives Regulations, 2018 further refined the legal framework, and the Act to Amend Certain Nepal Acts Relating to Cooperatives, 2024 addressed emerging challenges in the cooperative sector (GoN, 2017, 2018, 2024). These legislative efforts have led to the development of provincial and local cooperative acts, regulations, and standards throughout Nepal (DoC, 2023).

Issues of the Cooperative Sector

When analyzing the issues seen in the cooperative sector in the current situation, three trends have been seen in particular, which are as follows:

First, the impact of the global economic recession and the liquidity issues created in the financial system due to the COVID-19 pandemic on the cooperative sector and the lack of a strong institutional system for cooperatives, which has created doubt in this sector among the general public. After problems arose due to weaknesses in institutional governance in some cooperatives, an atmosphere of suspicion was created among the general public after news came out that the savings of savers were not safe. In such a situation, the managements of cooperatives should be in more contact with their members and create an atmosphere of trust, but instead of being in contact with members and winning the hearts of members even when they are in contact, they performed lightly and in some cases irresponsibly, which created a greater distrust among members and savers. Due to which the problems in the cooperative sector increased further. It should also be acknowledged that the limited regulation of regulatory bodies has not been able to create an environment that maintains public trust in order to solve the problems of cooperatives that are in trouble or are about to get into trouble during the transitional period of implementation of the constitutional and legal provisions of cooperative management in line with the federal governance system. Even though some provisions of the Cooperative Act have not been implemented, it seems that there are some issues in cooperatives.

Second, the lack of cooperative education among the general public regarding the basic values, norms and principles of cooperatives and the behavior of a group that uses cooperatives to take unfair advantage of them is also a common practice. A cooperative is a community-based, member-centered, member-controlled, and autonomous organization that operates under self-regulation. Since all the members of a cooperative organization know each other and select its executives from among themselves, it is believed that there will be no problems in cooperatives. However, in Nepal, cooperatives have developed in such a way that they have come to be understood as a financial company of some individuals that can easily mobilize savings for the collective benefit of cooperative members and provide loans without collateral and on the basis of links and relationships. Even people whose permanent address is far away are opening and operating cooperatives in unfamiliar places. There is a situation where savings are collected through market representatives by showing the attraction of attractive interest and other benefits. Large amounts of loans have been invested without scientifically and realistically identifying financial and business capacity. Even the minimum precautionary measures to be adopted in financial transactions have not been adopted. Branches or service centers have been brought into operation nationwide (GoN, 1991). Furthermore, the cooperative savings have been invested in transactions such as real estate and share purchases, contrary to the spirit and essence of cooperatives. Due to this, the cooperatives are getting into trouble because they cannot manage with the pressure of problems that naturally arise in this sector.

Third, it has been seen that the cooperatives whose managements have been seriously negligent in operating cooperatives have recently become problematic. It has been found that some cooperative executives who have been in trouble recently have used cooperatives to fulfill their vested interests by finding legal loopholes in the Cooperative Act and Regulations. The problem is particularly

evident in cooperatives that have collected large amounts of savings after obtaining permission to operate cooperatives nationwide and invested such savings in business companies established in their own names or those of their relatives or partners (GoN, 1992, 2012). In the greed for high and quick profits, cooperatives invest their savings in real estate and savers fear that their savings are at risk because they do not know the true status of such assets. Due to the limited capacity of regulatory bodies, the cooperatives are forced to monitor and regulate based on the documents and reports submitted to the office periodically. Since a large number of cooperatives have been established and the capacity of regulatory bodies has not been developed accordingly, the regulation is not effective. Many cooperatives fall under the influence of the local level, but the necessary legal and administrative arrangements for regulation at the local level have not been effective.

The situation in the provinces is similar. Although the number of cooperatives under the jurisdiction of the Department of Cooperatives is relatively small, it is also seen that regulation is not effective due to the large size of cooperative transactions and the reduction institutional structure of the department. This limitation of the state level in the cooperative sector and the misuse of cooperatives during the transition period have created problems. However, due to the failure to explain these things to the general public easily and in a timely manner, the decline in trust in cooperatives is increasing (GoN, 2015). It seems that regulatory bodies should work effectively to increase public trust in cooperatives. Formal banks are often hesitant to loan to partner with cooperatives, seeing them as risky. Macroeconomic shocks, such as inflation or a downturn in the real estate market, can quickly undermine cooperatives with exposed portfolios. The cooperatives now face inflexible competition from formal banks, microfinance institutions, and digital payment services.

Potential Solutions to Improve in Cooperatives

Various issues are emerging in the cooperative sector. To solve such issues in the long term, it can only be done by improving the policy, human resources, operational and regulatory structures. The solutions to these improvements are as follows:

First, policy and legal reforms: It seems that the provision of cooperative regulation under the sole authority of the federal government in Schedule 5 of the Constitution should be amended in other existing legal provisions related to cooperatives to make the federalization of the cooperative sector effective according to the federal governance system.

The section on appointment of auditors in Section 76 of the Cooperatives Act 2017 (when appointing an auditor of a cooperative institution with a certain volume of transactions, the appointment should be made from among the auditors notified to the Federal Cooperatives Department and the department should be informed thereof) should be amended as necessary. Similarly, the provisions on the Stabilization Fund (regarding the operation of the Stabilization Fund and the mandatory participation of institutions) and the provisions on declaring an institution as problematic (giving the Registrar the right to declare institutions with a certain amount of turnover as problematic) provided in Section 103 should also be amended. It seems that the provision on the formation of a management committee provided in Section 105 should be made so that the body or level from which the problematic declaration was made should form a separate committee to manage each institution declared as problematic and have it resolved within a certain period of time. Similarly, it seems that the functions, duties and powers of the management committee provided in Section 106 should be made (the power to freeze the movable and immovable properties in the names of the directors, employees and their immediate families and relatives and other related persons of the institution declared problematic and brought under the responsibility of the management committee) and the provisions on the case hearing

authority provided in Section 131 should be made (giving the Registrar the power to prosecute and settle cases related to offenses punishable under Section 124, Subsection 1).

Forensic auditors should be arranged to investigate the financial transactions of cooperatives. Necessary amendments should be made to various interrelated existing laws to mobilize the capital of the cooperative sector in the productive sector and in accordance with the spirit of the constitution. It is also seen that the subject of cooperation should be included in the school and university level curricula.

Second, human resource reform: The newly elected committee officers and members of cooperatives should take training on cooperation within three months, and the National Cooperative Development Board, National Cooperative Federation, and thematic central associations should make necessary arrangements for this (GoN, 2017, 2018). Cooperative-related service entry and in-service training should be made mandatory for employees of cooperatives with a balance of more than ten million. In addition, the management head of cooperatives with a balance of more than fifty million should have taken at least a one-month professional course on cooperatives. Similarly, arrangements should be made to ensure that no one can hold the same position on the committee of cooperatives for more than two consecutive terms. In addition, arrangements should be made to ensure that bad debtors of cooperatives are not allowed to participate in any level of elections or receive political appointments.

Third, operational reforms: Cooperative organizations should mandatorily spend the amount of education fund on member education and financial literacy. The National Cooperative Federation and the concerned central associations should monitor this and submit the details to the concerned regulatory bodies. The central associations should arrange a legal aid desk for consultation and facilitation regarding loan recovery and various laws. Arrangements should be made for strengthening, capacity building and supply of skilled manpower to the regulatory bodies for monitoring and inspection. Similarly, it seems that awareness and training should be arranged by the National Cooperative Federation and Associations in coordination with the Nepal Rastra Bank for compliance with the Anti-Money Laundering Act, regulations and directives (GoN, 2015). The Department of Cooperatives, the National Cooperative Development Board and the National Cooperative Federation should study the contribution made by the cooperative sector to the country's economic and social sectors, including gross domestic product. In addition, the thematic central associations should monitor whether internal and final audits of cooperative organizations with a balance sheet of more than fifty million rupees have been conducted and submit an annual report to the regulatory bodies. Similarly, the National Cooperative Federation should monitor the internal and final audit of the central and district associations and submit an annual report to the Federal Cooperative Department. In order to implement the concept of mandatory regular savings for cooperatives engaged in financial transactions, the central association should issue a savings policy for its member cooperatives and arrange for cooperatives engaged in financial transactions to deposit a certain percentage of the amount specified in the central liquidity fund for managing future liquidity crises.

Certain qualifications should be specified for election to the board of directors and the accounting supervision committee of cooperatives. The government should make arrangements to provide tax exemptions, grants, and government duty exemptions to cooperatives engaged in production and marketing through cooperatives. In addition, it seems that the federation should play a role in encouraging good and well-governed cooperatives and introducing a positive attitude towards cooperatives among the general public.

Fourth, reform of the regulatory structure of cooperatives: The report of the Inquiry Commission formed in 2013 to investigate problematic cooperatives engaged in savings and loan

transactions and the subsequent monetary policy and government budgets have given priority to the issue of forming a second-tier regulatory body. The annual budget of the Government of Nepal as well as the monetary policy have also mentioned the formation of a specialized regulatory body to regulate cooperatives. The Constitution of Nepal states that the scope of work of cooperatives lies with the three levels of government (Constitution of Nepal, 2015). If the work of cooperative regulation is not effective, there is a possibility that the savings of members are at risk. Therefore, there is a need for an effective second-tier regulatory mechanism to monitor, supervise, and regulate the savings and loan transactions of cooperatives. It seems that necessary arrangements should be made to maintain financial discipline by bringing the financial transactions of cooperatives under the scope of intensive monitoring and regulation.

Fifth, reforming the audit system: Nepal's cooperative audit system requires enhancing regulatory oversight by adopting internationally recognized audit standards like Nepal Standards on Auditing (NSA), improving auditor capacity through training, implementing technology-driven solutions for real-time monitoring, and strengthening social audit practices to ensure transparency, accountability, and member participation. Focusing on these areas can support financial health, prevent fraud, and promote the ethical values of the cooperative sector, ensuring its contribution to economic development. Enforce strict legal deadlines for submitting audited reports. Penalize cooperatives and auditors for delays. For large cooperatives, introduce a system of concurrent audits that check transactions on an ongoing basis rather than just annually.

Sixth, enhancing governance and transparency: Enhancing governance and transparency in Nepal's cooperative sector requires a multi-faceted approach, including strengthening regulatory frameworks, promoting member participation, implementing transparent financial reporting, leveraging technology for data accessibility, and encouraging a culture of accountability and ethical conduct through comprehensive training and oversight mechanisms. These measures aim to prevent mismanagement, build member trust, and support the overall sustainable growth and effectiveness of cooperative societies in Nepal (GoN, 2024). Implement compulsory certification and training programs on financial management, cooperative principles, and ethical leadership for all elected board members. Encourage the use of cooperative management software for transparent record-keeping, real-time transaction updates for members, and digital loan processing. This reduces manual manipulation. Establish clear internal audit committees and informer policies to encourage reporting of negligence without fear.

Seventh, promoting productive cooperatives and market linkages: Promoting productive cooperatives and market linkages in Nepal's cooperative sector involves a multi-pronged approach including government initiatives like the Cooperative Market Development Programme (CMDP), NACCFL's "Kisan Ko Poko" value chain model, digital platforms, and infrastructure development such as collection centers. Key strategies focus on capacity building, direct farmer-to-market linkage, policy advocacy, and SDG alignment to strengthen cooperatives, improve farmer incomes, and reduce poverty in the country. Provide targeted grants, low-interest loans, and technical assistance to agricultural and productive cooperatives. Help cooperatives with branding, quality certification, and creating linkages with larger markets and export channels. Government procurement policies can prioritize buying from local cooperatives (GoN, 2017). Promote the formation of secondary and tertiary cooperatives (unions and federations) to achieve economies of scale in purchasing, processing, and marketing.

Conclusion

This study, based on qualitative analysis and secondary data, highlights that addressing these issues demands a holistic and multi-dimensional approach. Policy and legal reforms are necessary to

align the cooperative framework with Nepal's federal governance system, ensuring coherence and accountability across all levels. Human resource development through compulsory training and leadership capacity building is vital for strengthening professionalism and ethical governance. Likewise, operational reforms—such as mandatory member education, improved audit practices, and digital transformation—can enhance transparency, efficiency, and trust. Strengthening the regulatory structure through a second-tier oversight mechanism, robust audit systems, and effective enforcement can ensure financial stability and protect members' savings. Furthermore, promoting productive and market-oriented cooperatives can transform them from mere financial intermediaries into engines of sustainable local enterprise, directly contributing to Nepal's inclusive economic growth. Encouraging cooperative linkages with markets, industries, and value chains will expand opportunities for rural producers and entrepreneurs.

The cooperative movement in Nepal has the potential to empower local communities, promote financial inclusion, and support sustainable economic development, especially in rural areas where formal financial institutions are limited. Its success can serve as a model for community-driven development initiatives across the country. Despite its potential, the cooperative movement faces challenges such as weak governance, limited managerial capacity, inadequate government oversight, and a lack of member awareness, which can hinder its effectiveness and sustainability if not addressed.

Disclosure Statements

No potential conflict of interest was reported by the author(s). Author(s) read and reviewed the final version and agreed consent for publication. All authors listed have made a substantial, direct, and intellectual contribution to the work and approved it for publication.

About Author

Liladhar Tiwari is an associate professor of economics in Mid-West University. He has completed PhD from Mewar University, India (2019), an MPhil (2015), and a Master's in Economics (2001) from Tribhuvan University, Nepal. He has served as the Dean of the Graduate School of Humanities and Social Science (2021–2025) and worked as the Executive Director at the Curriculum Development Centre and Quality Assurance Division (2016–2020). With over 15 peer-reviewed publications cover globalization, microfinance, and cooperative sustainability.

References

- Birchall, J. (2011). *People-centred businesses: Co-operatives, mutuals and the idea of membership*. Palgrave Macmillan.
- Cooperative Training Centre. (1997). *Cooperatives for development: Essential conditions*.
- Department of Cooperatives (DoC). (2020). *Cooperative jhalak*. Government of Nepal, Ministry of Cooperatives and Poverty Alleviation.
- Department of Cooperatives (DoC). (2023). *Annual report on the status of cooperatives in Nepal*. Government of Nepal, Ministry of Land Management, Cooperatives and Poverty Alleviation.
- Devkota, K. (2009). *Institutional and financial sustainability of small farmers' cooperative in the hill of Nepal* [Doctoral dissertation, Tribhuvan University].
- Dhakal, R., & Adhikari, D. B. (2021). Growth and challenges of savings and credit cooperatives in Nepal. *The Journal of Cooperative Studies*, 54(2), 45–58.
- Dhakal, S. P. (2013). *Cooperative economy for social and economic development*. Heritage Publishers and Distributors Pvt. Ltd.
- Government of Nepal (GoN). (1959). *Cooperative Societies Act, 1959*. Author.
- Government of Nepal (GoN). (1961). *Cooperative Societies Regulations, 1961*. Author.

- Government of Nepal (GoN). (1991). *Cooperatives Act, 1991*. Author.
- Government of Nepal (GoN). (1992). *National Cooperative Development Board Act, 1992*. Author.
- Government of Nepal (GoN). (2012). *National Cooperative Policy, 2012*. Author.
- Government of Nepal (GoN). (2015). *Constitution of Nepal, 2015*. Author.
- Government of Nepal (GoN). (2017). *Cooperatives Act, 2017*. Author.
- Government of Nepal (GoN). (2018). *Cooperatives Regulations, 2018*. Author.
- Government of Nepal (GoN). (2024). *Act to amend certain Nepal acts relating to cooperatives, 2024*. Author.
- Government of Nepal (GoN). (2015). *The constitution of Nepal*. Ministry of Law, Justice, Constituent Assembly and Parliamentary Affairs.
- Government of Nepal (GoN). (2023). *Cooperative sector reform suggestion task force report*.
- Government of Nepal, National Planning Commission. (2020). *Fifteenth plan (fiscal year 2019/20 – 2023/24)*.
- International Co-operative Alliance (ICA). (1995). *Statement on the co-operative identity*.
- International Co-operative Alliance (ICA). (2021). *Cooperative identity, values & principles*.
- K.C., S. (2020). Regulatory governance and the challenges of the cooperative sector in Nepal. *Nepalese Journal of Public Policy and Governance*, 36(1).
- Ministry of Land Reform, Agriculture and Food. (1980). *A brief history of cooperative development in Nepal*. Government of Nepal.
- National Cooperative Federation of Nepal (NCFN). (2021). *History and development of cooperatives in Nepal*. NCFN.
- Nepal, P. (2018). *Cooperative principles and practice*. Prabhi Publications.
- Neupane, S. R. (2006). *Cooperative movement: A people based development approach, its role in the economy of Nepal* [Unpublished doctoral dissertation]. Jamia Millia Islamia.
- Pradhan, R. (2022, August 15). The house of cards: How Nepal's cooperatives are failing the public. *The Kathmandu Post*.
- United Nations. (2009). *Cooperatives in social development: Report of the Secretary-General (A/64/136)*.
- World Bank. (2008). *World development report 2008: Agriculture for development*. The World Bank.