

EXPLORING MANAGERIAL PROBLEMS OF WOOLLEN COTTAGE INDUSTRY IN CHITRAL (PAKISTAN)

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Abstract

The local woollen industry in Chitral, Pakistan, holds a unique place both culturally and economically and sustains the livelihoods of the people of the locality. The woollen handicraft industry is under the danger of vanishing out, facing tough competition from medium and large-scale corporations. The study is committed to address the problems relating to the management of local woollen cottage industry and intends to develop a strategic understanding of the threats and opportunities it offers. Furthermore, it assess the overall status, craftsmen-related problems, and production processes in the niche. The research methodology contains a combination of qualitative and quantitative techniques, including the distribution of 220 questionnaires and conducting interviews from 40 respondents, choosing from a population of 3000 working in the woollen home-based industries of Garum Chashma Valley, Chitral. The researcher employed the convenience sampling technique due to the scattered and mountainous nature of the study area. The current study uncovers many challenges faced by the local craftsmen, comprising a lack of capital, managerial skills, outdated production methods, encroachment on grazing lands, disease prevalence, poor road conditions, and insufficient workplace environments. This study investigated the woollen cottage industry from the point of view of those who may really experience problems like artisans especially female artisans. The results of the current study would help wool growers and fabric producers to establish their wool business on cooperative basis so that their products could be sold effectively. The novelty of the study is that this research is one of the first attempt to find out the managerial problems of the woollen cottage industry of the area as per limited information of the author.

Keywords: Woollen Cottage Industry, Problems, Artisans, Garum Chashma

1. Introduction

Cottage or home-based industries in Pakistan largely comprise of small, often informally structured that are typically run by family members, either on a full or part-time basis (Fening, 2015). These enterprises encompass a range of activities such as pottery-making, embroidery, woollen and cotton production, and more. They generally rely on locally sourced materials, technology, tools, and skilled artisans to create homemade goods. The cottage industry of Pakistan holds a significant importance in rural people socio-economic lives. The amount of investment in home-based industries, unlike of that in big companies, is usually determined by the initial start-up needed to begin operations and the size of manpower it employs (Fazal et al, 2021).

The local woollen industries have and important effect on the growth and development of corporations, especially in shifting from agriculture to other niches of the economy. They perform as a promoter for enhancing production capacities from small to large-scale enterprises. In several emerging countries, the home-based industries are strategically

significant due to their connections with other niches particularly, agriculture (Jasmin, 2009).

The local handicraft industry can also contribute substantially to the economic achievement of a developing country like Pakistan. Pakistan's economy is largely agricultural, with cattle, farming, and agro-based industries dominating (Nasir & Hyder, 2006). Numerous conventional skills, crafts, and trades have disappeared from the country, and others are on the verge of extinction due to a variety of factors. One of Pakistan's ill cottage industries is the woollen cottage industry. Pakistan's wool production is in its primary stages. It is manufactured throughout Pakistan (Mustafa, Iqbal, & Farrukh, 2005).

According to the Agha Khan Rural Support Program (1996), agriculture is the main source of income for rural areas, with most families concentrating on small plots of land for crop and animal feed production. In Chitral, there are no industrial or manufacturing structures that could give employment prospects for the local populace. The considerable number of people involve in handicrafts activities. The cottage industries in District Chitral are maximally contributing in income generations as well as in raising the living standards of the craftsmen of the area (Uddin, Tariq, & Orakzai, 2020). This traditional industry, deeply entrenched in the cultural heritage of Chitral Valley, has faced a number of managerial problems in recent years. Exploring the managerial problems faced by the woollen cottage industry in Chitral is of vital importance, as it not only sheds light on the sustainability of this segment but also offers valuable insights into preserving the rich cultural heritage of the area while fostering economic growth. In this exploration, we probe into the key managerial hurdles faced by this industry and investigate potential solutions to guarantee its continued prosperity and contribution to the local economy.

This research area has a significant place in wool production in the study area because of its Kari sheep wool on the one hand and distinct technique of shu-making on the other hand. This unique method with the passage of time became popular with a brand of 'Moghakan'. Keeping in mind the significance of this niche for the lives of the local people, the present research is an effort to find out the main managerial problems and to suggest the possible answers for them.

Research Objectives

- i. To examine the managerial issues of woollen cottage industries in the study area.
- ii. To explore the problems of artisans in the selected area.

Literature Review

The cottage industry has existed for all of recorded time and will do so for some more years to come. They are also known as conventional industries since they often employ traditional methods to create commodities that are in demand (Dhar & Lyndall, 1961). The craftsman typically conducts his cottage business from his house, with his family helping him out. The position could be full- or part-time (Mmadabuchi, 2021). The tools used in cottage enterprises are relatively small. Known cottage industries include the production of toys, woodworking, hand-knotted carpets, and woollen goods. Ten to fifty people are typically hired to work in small-scale industries (Nasir, 2012). Most cottage companies rely heavily on labor and have minimal use of technology in their operations (Hyder, 2016).

Jain (2005) states that rural household industries offer part-time employment to agricultural labourers, often tied to agriculture. Aryeetey (1993) suggests the prevalent issue of insufficient credit availability for the growth of these industries. Mmadabuchi (2021) advises that modern technology adoption could streamline production. Unlike larger industries, cottage businesses struggle to secure loans due to perceived risks, such as remote locations, variable income, and low literacy rates, forcing them to rely on informal lenders. Cottage industries make substantial contributions to various economic indicators, including employment, per capita income, GDP, exports, and entrepreneurship (Tolentino, 1996; Oboh, 2004; Odeh, 2005). Paul (2019) ascertains major challenges like raw material shortages, low compensation, waning interest from the younger generation, and a shortage of skilled workers.

According to Ravindra and Shivakanth (2010), small and medium-sized companies (SMEs') greatest difficulty is to grow sustainably while also managing to survive. In an era of global competitiveness, this can only be achieved by embracing technology, innovating, and establishing inter-firm links. If SMEs are not competitive, they will exit the market, which will lead to resource waste, joblessness, and a delayed industrialization process. Sharmin and Hossain (2020) identified many loopholes such as lack of preservation and marketing skills, lack of craftsmen, proper space are some of the reasons of disappearance of cottage business. Tasnim and Biswas (2014) examine the state of Bangladesh's cottage industries today and argue that technological upgrading is desperately needed. Even though it is crucial to the creation of jobs and the nation's economic growth, the government hasn't made any real attempts in this area. These days, the development of cottage enterprises is hampered by factors such as the lack of credit options and the tremendous pressure from large industries. Karthihaselvi, Neelamegam, and Megesan (2010) discovered that tiny and micro industries are labor-intensive, meaning they depend on talent and effort while examining the significance of small-scale industries. These skill-based enterprises are open to all middle-class entrepreneurs.

China's wool production is beset by a number of obstacles, including sickness, limited grazing land, flooding, etc. Particularly in the pastoral regions of mainland China, the processes for producing and marketing wool are antiquated. Wool is still produced and sold in marketplaces despite all of these obstacles (Longworth & Williamson 1993, Longworth

& Brown 1995). In addition, wool production has picked up steam in comparison to nearly ten years ago, claim Longworth, Brown, and Waldron (2005). Wool farmers and growers receive updates from marketers regarding market demand.

It is to remember that the past ten years have been extremely difficult for Pakistan's cottage industry. Pakistan's principal hubs for cottage industries are located in Sialkot, Gujrat, Lawrenspur, Faisalabad, etc. For whatever cause, compared to the 1980s, its economic contribution has decreased. This sector's actual potential for the growth and advancement of the nation is greater than its current contribution to the economy. Lending to this industry is not yet possible on the capital markets. A World Bank estimate from 2013 states that over 90% of capital is lacking. Pakistani citizens require small loans, however only 7% of them have access to this credit capacity (Aslam, 2013).

In terms of wool output, Baluchistan leads the way when compared to other provinces. As has been previously indicated, the state of the Pakistani cottage industry is not excellent, and Khyber Pakhtunkhwa is not an exception. The province of Khyber Pakhtunkhwa contributes only 6,000 tons to the world's total wool production, which is insufficient to meet consumer demand (GOP, 2014–15). Fine grade wool from Khyber Pakhtunkhwa is refined and is utilized in mills and cottage industries to make items like shawls, gowns, caps, handicrafts, and outerwear. Still, most of the wool used to make carpets is coarse (Akram, Butt & Shabbir, 2016).

In the Garum Chashma Valley in District Chitral, there is a noticeable increase in demand for Kari sheep and wool during social and cultural events such as Eid and Nowrooz, as reported by Ahmad, Riaz, Siddiqi, and Habib (2002). They are further of the opinion that the Garum Chashma Union council possesses less than 15,000 Kari sheep. Patti production, which has been a consistent source of revenue for the locals, is the main goal of maintaining Kari (sheep) herds. One significant and well-liked domestic economic activity for these folks has been the making of patties.

This study investigates the challenges related to the management of the woollen cottage industry in District Chitral. With Woollen Patti as the sole industrial base, the people of Chitral, especially those in remote valleys, have relied on woollen product production, trade, and marketing as a source of income. However, the household cottage industry is currently grappling with numerous challenges that pose significant threats to employment and income opportunities in the region. Despite the Chitrali Cottage Industry's reputation for producing soft and durable Kari Sheep woollen cloth under the "Moghakan" Brand, it faces stiff competition, and its market is gradually declining. This situation may be attributed to outdated processing methods, financial difficulties, a lack of government support, and other issues. The fundamental objective of this research is to comprehend the management dynamics of the woollen sector and to devise solutions for its reintegration and promotion.

The study focussed on the woollen cottage industry

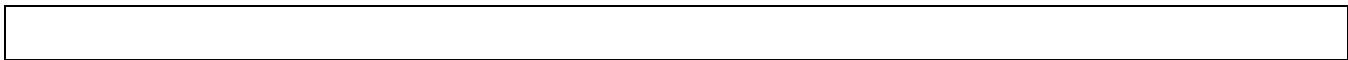
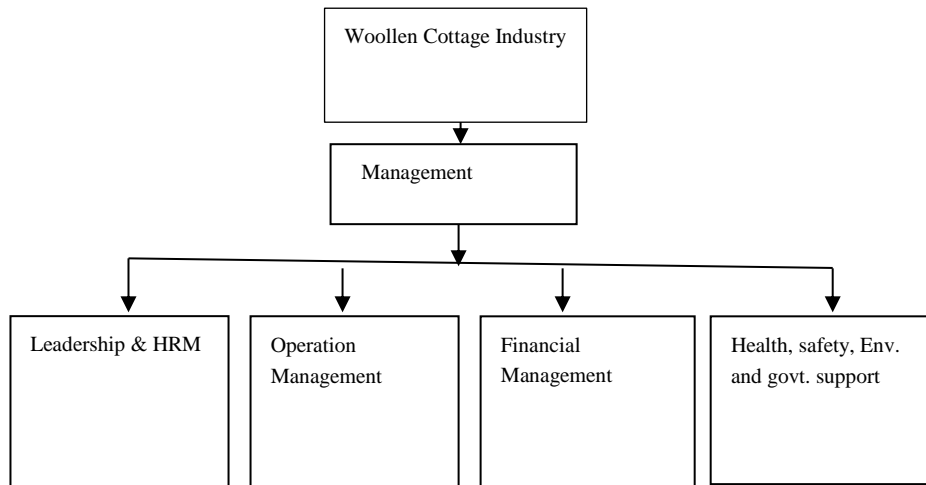


Figure 2.1: Study's Model

Research Methodology

The research primarily focuses on the management of domestic woollen enterprises in Chitral's Garum Chashma Valley. To fully comprehend it, the management has been further classified when evaluating the entire wool manufacturing system. The study is mostly based on primary data, with secondary data drawn from various published papers. Before beginning the research, the researcher did a pilot study. So, with the pilot study in mind, the research questionnaire was created. A questionnaire and a semi-structured interview schedule were used to obtain primary data. It was gathered in two stages. The first part comprises of pre-defined questions, while the second step is a semi-structured interview schedule. Aside from this plan, the researcher has closely monitored the respondents' habits, work environments, and wool

processing.

Because the region is highly dispersed and mountainous, convenience sampling has been used in the study because it is exceedingly difficult and time-consuming to reach every location. The study's participants include local business owners, skilled laborers like as male and female weavers and spinners, and dealers from Chitral's Garum Chashma Valley who make Woollen Patti at their homes using traditional methods. According to Krejcie and Morgan's (1970) method, Out of the total population of 3000, a sample of 341 is required. Out of 341, 228 questionnaires were returned which was 66 %. Eight questionnaires were found blank. So 220 questionnaires were selected for further analysis. In order to validate the data, the researcher has conducted Semi-structured interviews with 40 persons to expand the understanding and fully cover all the aspects of the phenomena. The researcher has interviewed adult males and females.

Sample Design of Step I

Table 3.1 Sample Size of the study

Sample Step II Table.3.2	Population	3000	Design of Interviews
	Sample size	220	
	% of sample size to population	07 %	

S.No	Categories of respondents	Number of respondents
i	Artisans	12
ii	Owners	08
iii	Dealers	08
iv	Herders	08
v	Artisan as well as owner	04

Interviews have been conducted with forty respondents who were artisans, owners, herders, and dealers.

Tools for Data Gathering

Table. 3.3 Type of tools for steps I and II

Research Steps	Type of data	Type of Tools
Phase I	Primary Data	Questionnaire
Phase II	Primary Data	Semi-Structured Interview/Discussion

Along with meticulous personal

observation, semi-structured interviews and questionnaires served as the primary tools for gathering data. Most of the data gathered from the chosen sample applies to the full population (Kerlinger & Lee, 2000). To examine the data from the representative sample in greater detail, the triangulation method has been applied. There are two sections to the closed-ended survey. The respondents' demographic information, such as age, occupation, reading level, marital status, etc., is included in the first section. The management sections make up the second section. There are four further elements in the management section: operation management, financial management, health, safety, environment and govt. support; and leadership and HRM.

Data Analysis

Analytical Framework Phase I

Table 4.1 Phase I Questions

Q	Leadership and Human Resource Management	Yes	No
LHRM1	Owners involve workers in routine operational decisions.	85%	15%
LHRM2	The philosophy that "everybody can manage" is applied in cottage industries.	77%	23%
LHRM3	Th leader encourages the learning and development of workers.	87%	13%
LHRM4	The government sponsors to development of woollen cottage industry processes.	05%	95%
LHRM5	The cottage industry is a family business.	86%	14%
Q	Operational Management	Yes	No
OM1	The entrepreneur ensures the availability of "Kari" sheep Wool at every step of the process.	34 %	66 %
OM2	Most wool fiber production is made from synthetic yarn.	94 %	06 %
OM3	Outsourcing is used in early as well as a later stage of processing	77 %	23 %
OM4	The early stages of the wool value chain like spinning is performed by the female workers	99 %	01 %

Q	Financial Management	Yes	No
FM1	Most of the business is done on a credit basis.	78 %	22 %
FM2	Meet the conditions of microfinance loans are difficult.	97 %	03 %
FM3	Most of the saving through this business is used to meet the daily expenses of the family	98 %	02 %
Q	Health and Safety	Yes	No
HS1	Waist pain and breathing problem are common among female workers.	93 %	07 %
HS2	The hospitals in the study area, have no doctors and other facilities specific to handloom workers' diseases.	97 %	03 %
HS3	Working conditions are unhealthy and unsafe in handloom industries.	84 %	16 %

Responses to management related questions have been given here:

The first question reveals that the majority of respondents believe that owners include all artisans and family members in the shu-making decision-making process. According to the researcher's observations, the male leader of the family makes all financial decisions. In response to question 2, the majority of respondents said that there is no professional management because the bulk of artisans and manufacturers are illiterate. There is no effective planning, arranging, or regulating of money, materials, or instruments.

The researcher observations indicate that occasionally a poor storage location makes the Patti worse and causes its colour and shine to lose. The answers to Question 3 indicate that most respondents are in favour of employees' continuing education and growth. Strong blood ties bind the owners and employees. This partnership serves as a driving force for collaboration and planning throughout every step of the wool-making process. The owner considers how to best serve the employees and makes every effort to give them what they need.

The majority of answers to Question 4 state that the government does not promote the growth of the woollen cottage sector, particularly in the Garum Chashma Valley in District Chitral. They explain that since the artisans and producers are extremely impoverished and cannot afford to undergo new modifications in their woollen business, all of the woollen work is done on a self-and private employment basis. The majority of responders to question 5 think that this company is run by a family. They explain that some families have great respect in society because they carry on their forefathers' woollen business.

The handloom business is conducted inside the home, based on the researcher's observations. On the basis of specialization, the work is assigned. While the male head weaves the yarn into fabrics, the women spin the wool, the children comb and clean it, and the sheep graze. The guardian's role is to bargain with the customer and, in the end, sell the merchandise; this is usually the male head's responsibility.

In Question 1 concerning operations management, it is evident that most survey participants hold the view that producers fail to ensure the consistent availability of "Kari" sheep wool at every stage of the production process. Respondents argue that securing local wool is nearly impossible due to its extremely limited supply in recent times.

In Question 2, it is apparent that a majority of the respondents assert that synthetic yarn is now the prevailing choice in Shu production. Many "Patti" makers opt to purchase synthetic, pre-made warp threads from the market and incorporate them into their Patti production. Furthermore, they contend that the use of synthetic warp and weft threads has adversely affected the quality of woollen fabrics, which is detrimental not only to producers and artisans but also to the entire woollen cottage industry.

Regarding the Question 3, the majority of respondents believe that producers are outsourcing to both male and female craftspeople. Time or budgetary limitations are the cause behind this. Question 4 reveals that most respondents think female artisans handle early stages of the Shu producing process, such as combing, spinning, washing, and cleaning. The researcher observed that the job in the woollen cottage industry is fairly specialized, similar to single-family systems; husbands weave the wool, wives spin, and children clean and combing.

People's perspectives and the writer's observations indicate that the younger generation has lost interest in antiquated local technologies. The value chain process for the woollen cottage industry is laborious, time-consuming, and physically demanding. The home's four walls serve as the venue for the entire operational procedure. Almost all of the work in the operating procedure is done by female artisans. However, the female craftspeople lack financial power. Most of the craftsmen in the sample area were involved in the production of woollen fabrics; they lacked training in the creation of garments and in adding value to woollen fabrics. The production of woollen fabric garments or additional value addition takes place in district and provincial marketplaces. Due to a scarcity of pure wool in the area, individuals are forced to produce woollen textiles using synthetic or blended yarn.

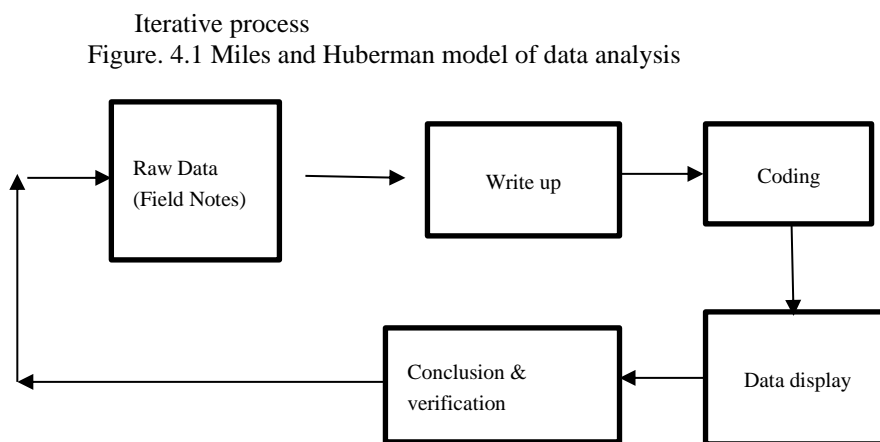
Financial question 1 reveals that most respondents believe the majority of commerce is conducted on a credit basis. The reason, provided by the respondents, states that this commodity has a seasonal market. Thus yet, there has been no attempt to expand the markets. The majority of answers to question 2, which asked about funding, said that it is difficult for regular artisans and producers to obtain microloans. Furthermore, microfinance loans tailored to woollen cottage

companies do not exist. Although there is a system for agricultural loans, it is not easily accessible to poor craftspeople. Most often, preferred clients abuse these loans. The results of question three on finances indicate that most respondents think the money saved by this business is extremely small and is mostly utilized to pay for the family's daily costs.

The results show that the majority of entrepreneurs and craftspeople struggle with financial resources. Commercial banks are hesitant to lend to these artisans and craftspeople. If they are able to obtain loans, the interest rates are too exorbitant to bear. As a result, ordinary people rely on relatives, friends, and, on occasion, non-governmental organizations (NGOs) for financial assistance. As a result, expanding a firm in such a setting is extremely challenging. According to their explanation, the majority of the woollen labor is accomplished by female artisans, while the majority of the income goes directly to the male leader of the family.

Analytical Framework Phase II

The figure displays the essential elements of a framework analysis.



Interview Questions

The data generated by the Semi-structured interviews have been further processed as depicted below.

S.NO	Questions
Q 1	Why have the people of your area been practicing this economic activity for so long?
Q 2	What measures can attract the herders to take interest in sheep keeping and to continue their occupations of sheep rearing?
Q 3	Where will you put this industry as compared to other occupations in the locality based on employment?
Q 4	What are the merits and demerits of the woollen cottage industry?
Q 5	What are the problems that are hindering the smooth process of the local woollen industry?
Warming intent Cultural requirements As an inherited occupation	

Q 1

Table. 4.3 Data Reduction Process of Semi-structured Interview Questions
Key Codes
Related Questions

As a means of making money	
Cascade-down Understanding Involvement Concessional availability	Q 2
the second number (shu) Potato on top Business on third	Q 3
Disadvantages of shu making Advantages of shu making	Q 4
Out of data procedures Absence of government assistance Side effects of shu fewer pure wool Inadequate supervision	Q 5

Conclusion Stage of Qualitative Data of Phase II

Because of its consistency and longevity, the woollen cottage industry of the Garum Chashma Valley and its Moghakan Brand of Patti gained recognition both domestically and internationally. However, over time, its competitiveness and quality have declined. The majority of respondents stated that the following factors are to blame for this state of affairs:

- i. Making money is the main motivation behind starting this business. Despite their poverty, the locals are devoted to making the most of the little resources in this remote region and work hard to support themselves. Additional factors supporting the business's survival are its cultural legacy and the inherited nature
- ii. The foundation of the entire economy is made up of handlooms and allied industries. If finance is made available with lenient terms, producers and craftsmen will be very interested.
- iii. Some of the disadvantages of woollen employment include health and literacy issues among female craftsmen and youngsters, respectively.
- iv. If major efforts are not made to restore and revitalize woollen work, its future will decline. If the woollen cottage industry's deficiencies are addressed, it will be in a better position to confront the challenges of growth.

5. Discussion

The residents of the region of Chitral, and especially the people of upper Chitral, have always relied heavily on sheep and the woollen garments they produce. Their main source of income is the Chitrali Woollen Patti, or shu. The results of this study and the research by Munir, Shah, and Aujla (2010) nearly match in terms of raw wool quality and processing quality. The study's findings indicate that woollen fabric quality is declining. The scarcity of locally produced Kari wool and the usage of inferior synthetic wool or threads that are readily accessible in the marketplace are the causes of this. Around fifteen years ago, local wool supplies were abundant, and artisans used to create warp and weft threads in their homes with a strong focus on producing thin warp threads. However, contemporary artisans and producers now opt for thicker market-bought warp threads, which increase wool production but come at the expense of compromising the quality of woollen cloth.

Furthermore, the findings from both stages 1 and 11 also reveal that the tools and equipment employed throughout the entire process, from shearing to weaving, are predominantly locally crafted or outdated. The use of modern tools is rare, and artisans generally lack knowledge about these advanced instruments.

The woollen cottage industry's current state is not good in the study area for a number of reasons, including the lack of a suitable sheep shelter house and herders' ignorance of modern flock management techniques, the industry's antiquated value chain, and the rarity of improved technology use. Sheep are suffering greatly from illness outbreaks and attacks by predators. The sheep's ailments are being treated by the farmers and herders using regional medicinal herbs. Finding out the winter feeding schedule for sheep is extremely tough for farmers and herders in this area since cold temperatures and snowfall persist from November through April. The majority of respondents said that the government does not assist or provide subsidies to wool producers and herders. Additionally, they are particularly susceptible to low-cost, well-finished imports of woollen goods. The current state of wool processing is laborious and time-consuming, which is one of the factors discouraging the younger generation from entering the industry. The family's female artisans complete

about 80% of the work. Although they are important commercial partners in the shu-making industry, female craftsmen lack financial authority.

The woollen cottage industry is primarily a family business with centralized management, meaning that the company's owner makes all of the important decisions. The male leader of the household is also in charge of the local handloom industry. Most of the proprietors lack managerial abilities and are not professional. The owners lack the expertise needed to compete in a free market. In order for the artisans to create woollen products that are targeted towards consumers, they require instruction in skill upgrading and current processes.

Conclusion

This study has looked at the operational state of a woollen cottage industry in the Garum Chashma, Chitral, region within the framework of management issues. Wool production is significant to the community both economically and culturally. It preserves long-standing customs and provides job opportunities to a diverse range of people. The production of revenue is one of the primary aspects keeping this business viable. The inherited nature of wool labor, sociocultural expectations, and the need for warm clothing are the other factors keeping this enterprise alive in this remote, cold, and mountainous area. The inhabitants in the area are loyal and diligent despite their lack of wealth. Government support for this company would be advantageous because the necessary infrastructure is already in place at a lower level.

According to the study's findings and results, the handloom industry is facing a number of major challenges, including a scarcity of Kari sheep wool, a lack of managerial skills, a lack of technical skills such as spinning and weaving skills, grazing land squeeze, sheep diseases, and a lack of government support.

Addressing the issues will considerably improve the status of household enterprises, ultimately leading to the resurrection and sustainability of this important economic activity, which is critical for the survival of the study area's poor people.

The study's findings send a strong message to all stakeholders to be fair and supportive, particularly with regard to training possibilities, working conditions, dignity, respect, and a voice in this trade's decision-making process.

Because of the glaciers, there is plenty of water available at such a high elevation. A public-private cooperation may be formed to generate electricity for the local woollen community. This study discovered that, among other things, a lack of electricity and cold weather are two major issues. The constant and free availability of energy to woollen craftspeople may alleviate some of their concerns.

Recommendations

1. It is recommended that authorities offer complimentary training programs to augment the competencies and aptitudes of the artisans. The Garum Chashma Valley is over three hours away from a skill-enhancement facility in proper Chitral. This center should be open to the craftspeople without charge.
2. The makers and craftspeople of wool ought to form associations and register with a body that oversees cottage industries. This will give them a forum to talk about their issues and reach a consensus on the next steps that need to be taken.
3. According to results, female craftsmen conduct the majority of woollen fabric processing, however they are not financially empowered. If they are given some tiny credit, it will greatly assist them in further strengthening their woollen job.
4. The two main issues are harsh weather and a lack of electricity. In order to solve these, the local community should build a small hydroelectric plant using the water resources already accessible, ensuring uninterrupted power.
5. It is also vital to introduce a new and exquisite breed of sheep in order to obtain high quality and quantity of wool. The extant Kari sheep population is not large, and its size is tiny in comparison to merino or other high-quality sheep.
6. Globalization and the spread of mechanical modes of products are major threats to household and small-scale industries. The government should protect these woollen cottage industries through subsidies, access to credit, and the development of appropriate technology
7. The majority of female craftsmen who create wool typically have issues with their arms, legs, and waist, as well as breath (Dama sickness). The people use herbs that grow nearby to heal both themselves and their animals. Free medical and veterinary camps for humans and animals, respectively, can benefit the underprivileged manufacturers and craftspeople of woollen goods.

8. The private sector controls the whole woollen cottage industry in Chitral. The public sector makes essentially no input. To create woollen fabric, nearly all cottage companies that deal in wool employ antiquated methods. Both the needed abilities and the locally accessible instruments need to be improved to achieve the highest quality.

Limitations of the Study

First, the current study conclusion was drawn based on a sample size of 260 respondents in Garum Chashma valley of Chitral. Therefore, the findings of this study are needed to be restricted to the present study and can hardly be generalized to other sectors. The second limitation of the study is that the women's contribution to shu making process has not been fully explored because of cultural constraints like the veil system of women in the community to avoid interaction with non-relatives males. Third, the close-ended questionnaire has only two options that are yes and No which is also one of the limitations of this study. Fourth, due to time and financial constraints, the researcher has only studied the management area of the woollen handloom industry. So the future researcher may study the other areas in detail.

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