Voices of Women in the Private Sector
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Entrepreneurialism in Indonesia is a hot topic. The Ministry of Cooperatives and Small and Medium Enterprises (SMEs), Coordinating Ministry for Economic Affairs, the Bank of Indonesia, and other leading stakeholders call for programs to nurture the spirit of entrepreneurs and build an environment more conducive to their development. They seek policy reforms to benefit and encourage private investment as well as development of institutions that provide key business training and networking among entrepreneurs.

However, this discussion rarely recognizes that most (60 percent) of Indonesia’s micro, small and medium sized enterprises are managed by women and that women face unique entrepreneurial obstacles and needs that should be reflected in effective policy reform and institutional development initiatives.¹

Voices of Women in the Private Sector highlights some of these obstacles and needs. From legal discrimination to educational disadvantage, from social pressures to access to finance issues, Voices presents a short analytical review of the topic reinforced by Indonesian business women’s own personal feelings. The International Finance Corporation (IFC) is hopeful that this booklet can be used by policy makers and stakeholders alike in their efforts to pave the way for women entrepreneurs to grow and prosper.

IFC is thankful to the Ministry for Women Empowerment and the Ministry of Cooperatives and SMEs for supporting our team’s effort to gather information on women in the business community in Indonesia. Our thanks also go out to IWAPI for its support of this effort and especially to all of the women business owners, without whose patience, understanding and stories, the points raised here would be less relevant or interesting.

Hans Shrader
Program Manager
Business Enabling Environment

¹ Data according to an article published in www.depkop.go.id, and as quoted in several other media published in Indonesia
The Indonisan Women's Business Association (IWAPI) to date boasts a membership of nearly 16,000 members spread over all 30 provinces engaging in various sectors, such as industry, service, education, trade, mining and other sectors. Members of IWAPI mostly operate small enterprises (85 percent); some of them own medium-scale enterprises (13 percent) and a few (2 percent) own large enterprises. This indicates that a majority of women entrepreneurs in Indonesia are engaged in the micro, small and medium scale enterprises. They serve as agents of change by contributing considerable economic activity and the creation of new job opportunities, and as such deserve proper recognition.

Despite the significant role that women play in entrepreneurship and the fact that some women entrepreneurs have achieved considerable business success, a large number continue to face daunting challenges and barriers in operating their business. IFC-PENSA recognizes the importance of assisting women to overcome obstacles and increase participation in economic activities in order to raise productivity.

Therefore, we are delighted to support IFC-PENSA’s effort to publish Voices of Women in the Private Sector. By presenting the voices of women entrepreneurs in Indonesia and highlighting the problems that women entrepreneurs face in Indonesia at the present time within the social-cultural, legal, economic and educational domain, this booklet effectively helps us to demonstrate the urgent need to take further action to promote women entrepreneurship as a means to improve women’s social and economic status.

It is our hope that Voices of Women in the Private Sector will help carry our voices and encourage the government as well as other stakeholders to take the necessary initiatives to facilitate the growth and development of women-owned businesses to improve our prospects for success. This publication will support our effort to further promote women’s participation in entrepreneurial activities as a means to enhance household prosperity, and ultimately improve the overall welfare of the nation.

Suryani Sidik Motik
Chairperson
ACKNOWLEDGEMENTS
State Ministry of Women Empowerment of the Republic of Indonesia

As we all know mainstreaming gender perspectives is a fundamental prerequisite for equality and development. This has not escaped the government's notice as evidenced by Indonesia's national commitment set forth in the 1945 Constitution as well as its international commitments, such as the Convention on the Elimination of All Forms of Discrimination against Women (CEDAW) as ratified by Indonesia through the enactment of Law No. 7 of 1984, Beijing Declaration, Beijing Platform for Action 1995 and the 2000 Millennium Development Goals.

Nevertheless, structural inequalities continue to exist and consequentially prevent many women from having equitable access to opportunities. As a result, although women entrepreneurs in Indonesia run a significant proportion of micro, small and medium enterprises, the role of women entrepreneurs in Indonesia is often undervalued and underplayed. This is a serious issue as it inhibits productivity that could lead to higher economic growth for all.

IFC-PENSA lends its support to the cause by publishing *Voices of Women in the Private Sector*. The publication is not only a notable attempt to raise public awareness about the barriers to women in the private sector, but it also stresses the need to further incorporate gender mainstreaming into national and local policies to ensure that women and men's equal rights as well as opportunities will be protected by legislation. It is my firm belief that this publication will help to shed some light on women's economic contribution and demonstrate the urgent need to balance the community's perception towards the idea of gender equality.

I extend my highest appreciation to IFC-PENSA which in partnership with the Indonesian Women’s Business Association (IWAPI) has lent its support through this publication. IFC-PENSA's publication of *Voices of Women in the Private Sector* is timely as it deals directly with a serious issue that requires immediate attention. I am confident that this publication will help us take affirmative action in setting an equal foundation for all towards becoming a better and stronger nation.

DR. Meutia Farida Hatta
State Minister of Women Empowerment
Republic of Indonesia
KEY MESSAGES TO POLICY MAKERS
Why is it Important for the Government to Support Women Entrepreneurs

Women entrepreneurship is the key to sustainable development and economic growth

There is a long tradition of women entrepreneurs in Indonesia, ranging from those who own and operate small home industries producing handicrafts, batik or traditional herbal cosmetics to those who engage in general trading, manufactured goods and the service industry. Typically, those women become entrepreneurs to help support and improve their families’ living standard. Nevertheless, women entrepreneurship in Indonesia remains a largely untapped potential for economic growth as women still face obstacles comprised of social-cultural barriers, policies insufficiently responsive to the needs of women, insufficient educational opportunities, and other disincentives to operate businesses, which are rooted among others in society’s perception of gender stereotypes.

World Bank’s research, along with numerous international studies conducted by other institutions mentioned throughout this booklet indicates that gender inequalities in developing societies inhibit economic growth and development. It also confirms that societies that discriminate on the basis of sex pay the cost with greater poverty, slower economic growth, weaker governance and a lower living standard.² The international community is aware of this finding and has pledged its commitment in the 2000 Millenium Development Goals

to promote gender equality and empower women. Therefore, the creation of a more conducive business climate for both men and women will provide more opportunities to optimize their potential in the economic sector.

The research establishes that facilitating women entrepreneurship will help women to generate their own income that will in turn help women improve the educational status of other household members, enhance self-confidence and bargaining position within the family, and in general boost the productivity of women as part of Indonesia’s human resource. An illustration of the positive impact of increasing women’s access to necessary resources can be found in the discussion on education in this booklet, which demonstrates that increasing the share of secondary education by just one percent or 62,000 women in Indonesia will raise the gross domestic production (GDP) by US$ 735 million or approximately Rp. 7.35 trillion.

Voices of Women in the Private Sector aims to urge an approach that is more responsive to the needs of women by presenting the experiences and obstacles faced by women in business. Voices of Women in the Private Sector covers topics as broad-ranging as balancing homemaking and doing business, how female entrepreneurs are perceived in their communities, and accessing finance. These personal experiences of women entrepreneurs are complemented with analytical research that highlights the positive impact on economic growth offered by policy reform that promotes women’s activity in business.
Shifting towards an approach more responsive to the needs of women in order to encourage women entrepreneurship

It is clear that the government may contribute to the effort to promote women’s participation in economic activities by implementing a general movement for change from within a nation. This change should be supported by legislation that promotes equal access for both men and women to obtain education, employment and participation in economic activities. A number of Indonesian policies, while not intrinsically male-oriented, reinforce the existing patterns of inequality between men and women.

Effective policies may help women overcome underlying obstacles to women entrepreneurship. For that reason, government policy makers need to consider the importance of providing equal access for women and men to necessary resources such as education, property ownership and access to finance. The government can adopt policies more responsive to the needs of women, and offer solutions to help women overcome challenges, particularly in business.

The following quotes present the views of women entrepreneurs, views that can be used as considerations and inputs for stakeholders, particularly the government and policy makers. These Voices describe how the government can reduce poverty and promote economic growth in Indonesia by recognizing women’s contributions to the welfare of their families and by maximizing the potential of women.
Key Messages to Policy Makers

The government needs to undertake efforts to achieve gender equality and justice by opening greater opportunities for women to participate in the business sector.

*How cultural perception of women hinders women entrepreneurship*

"Women are still widely perceived as second-class citizens in Indonesia. The government needs to make greater efforts to make sure that women are treated as fairly as men in terms of procuring business registration, licenses and in processing their loan applications."  – *Dewi Budhiartini Juli Isnaini, Wirata Consultant, Medan*

"The government must ensure that the special bureaus for women’s affairs will cater to the needs of women because they represent the majority of the population in Indonesia. The government could do more by providing training and education for women entrepreneurs.” – *A.A. Putri Puspawati, Patha Handicraft, Bali*

"The government should make sure that any policy to promote women entrepreneurship is supported by the proper implementing of regulations at the sub-national level.”  – *Halida R. Kusumaharta, CV Starindo, Yogyakarta*

"The government needs to provide education and training for less-educated women so that they will be able to improve the welfare of their families.”  – *Maya Bakti, Aulia Gaya, Bali*

"Women entrepreneurs are tax payers and have contributed a lot to the country. In return, the government should make serious efforts to promote and support women entrepreneurship.”  – *Desak Nyoman Asrihati, Puri Oka Cottages, Bali*

"The government needs to establish transparency and accountability in the tax collection process and refrain from discriminatory practice on the basis of gender.”  – *Susan Soebakti, CV Surya Raya Crocodile Farm, Balikpapan*
“It is crucial that the government promotes women entrepreneurship. This can be done by supporting the development of small and medium enterprises primarily by means of improving access to finance.” – **Soendari Hamid, UD Sadar Jaya, Surabaya**

“The government needs to establish a ‘one-stop service’ in processing business permits at the sub-national level and make the process faster and more cost efficient in order to encourage entrepreneurs to move from the informal sector into the formal sector.” – **Desak Nyoman Asrihati, Puri Oka Cottages, Bali**

“The government should encourage financial institutions to establish a standard loan application procedure that is more clear and fixed, thereby helping to remove the obstacles faced by women in applying for a loan.” – **Hj. Wiwik Sunarti, PT Setio Atmoko, Surabaya**

“It is unfortunate that our government has not given sufficient attention to the development of small and medium scale enterprises. Meanwhile, there are a lot of non governmental organizations (NGOs) who have shown interest and are helping us with our businesses.” – **Umy Sumiarti, Coconut Style, Bali**

“The government needs to improve the government agencies’ understanding through intensive efforts to socialize and advocate the concept of gender justice and equality. In one case, the tax officer whom I met denied my application to obtain a taxpayer identification number (NPWP) citing that it is sufficient to have one NPWP registered under the name of my husband. This consequentially limits the amount of credit that I can access even though I am still subject to a quite significant collateral requirement.” – **Imas Shidiq, PT Binusa Persada, Jakarta**
Gender stereotyping is deeply rooted in living custom and reinforced by law

As a country whose society in general embraces the patriarchal system, Indonesia’s living customs often determine behavior and dictate roles that women and men can have within the family and community. Men are most often identified as providers, and thus are assigned the responsibility, authority and duties that require them to work for a living and become the main provider for their family. Women, on the other hand, carry the domestic responsibilities of child care and household duties. Society’s perception of gender stereotypes influences the determination of the type of work considered appropriate for women and men.

Since traditionally men are expected to become the main provider for their family, there is a perception that women do not need much access to education, credit, and property as they are expected to be economically dependent on their husbands. Even when married women work for a living, the income they generate often goes unrecognized or is viewed as a mere contribution to the husband’s earnings.
It is important to note that the principle of equality has taken root in the legal system of Indonesia, starting with Articles 27 and 28 of the 1945 Constitution (and their amendments) that promise equality for all before the law. The Indonesian government has demonstrated its commitment to establish gender equalization by issuing the Circular Letter of the Supreme Court of Justice (SEMA) No. 3 of 1963 rescinding Articles 108 and 110 of the Indonesian Civil Code, articles deemed highly discriminatory and disadvantageous to married women. The rescinded articles required married women to obtain permission or assistance from their husbands in order to perform a legal act such as entering into contracts or appearing before a court of justice.

Over the past 55 years, the government has also ratified various international conventions that promote gender equality in terms of work and remuneration and education. Nevertheless, in reality there still exist laws that contribute to the legitimization of gender stereotypes and hinder a gender-balanced participation in development.

Marriage Law No. 1 of 1974 (Marriage Law), for example, continues to affirm the standardization of roles based on gender. Article 31 paragraph (1) positions men as the head of the family and states clearly that women bear responsibility for the household. This provision effectively reinforces the idea that women are economically dependent on their husbands and further ensures that women’s work continues to be undervalued. It also disregards the fact that more women contribute a significant portion of their family’s income.

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3 Article 31 of the Marriage Law.
*(1) The wife has rights and position that are equal to those of the husband in the household and within the social community.
(2) Each party shall be entitled to perform a legal act.
(3) The husband is the head of the family and the wife shall be responsible for the household.*
The Marriage Law's endorsement of such standardization of roles has influenced other laws and regulations to adopt the same basic principle. The taxation law (Law No. 7 of 1983 as amended by Law No. 17 of 2000 concerning Income Tax) and its implementing regulation in Indonesia, for example, assume that the husband is the primary income earner in the household.4

The taxation system in Indonesia offers a tax exemption for domestic Individual Tax Subjects in the form of a Tax Exempted Income (PTKP). In order to avoid granting more than one PTKP exemption within one family unit, the taxation system in Indonesia only entitles a married male tax subject as the head of the household to claim his wife and children as the additional components in the PTKP. Based on the same principle, if a married woman wants to claim her income for tax reporting purposes independently, she will automatically be treated as a non-married tax payer and thus will not be eligible to receive the tax deduction that married men receive.5

In certain cases, a married woman may receive PTKP for her family members who are fully dependent on her. Article 8 (5) of the Income Tax Law states that married women whose husbands do not contribute economically to the household, or whose husbands have left them without clear legal status or without financial support may appeal to the local administration - at the very least at the district level - to apply for additional tax deductions.

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4 Article 8 paragraph (1) of Law 7 of 1983 (as amended by Law No. 17 of 2000) concerning Income Tax states: "The income or losses for married woman at the beginning of the fiscal year, as well as the losses borne from the previous years that have not been compensated as referred to in Article 6 paragraph (3) is deemed as the income or losses borne by her husband, with the exception of the wife's income generated from the work for which a tax deduction has been made by virtue of Article 21 and has nothing to do with the husband's or other family members' ventures." This provision along with its elucidation indicates that the income generated by a married woman from her own business shall be added to her husband’s income for income tax deduction purposes as it is deemed part of her husband’s income.

5 Article 8 paragraph (4) of the Decree of the Director General of Tax No. Kep-545/PJ.2000 concerning Guidance on Article 21 and 26 Income Tax Deduction, Payment, and Reporting Pertaining to the Work, Service, and Activities Undertaken by an Individual.
The documentation required to obtain a tax exemption is quite simple and straightforward. However, society’s perception and the attitude of local authorities tend to create difficulties for women applying for exemptions. A woman whose husband does not contribute financially to the family must enclose a letter of statement from her husband in order to obtain the exemption. In practice the process of applying for the additional PTKP requires the husband’s involvement.

When a husband no longer contributes economically to his family, public perception of traditional male roles may render him reluctant to publicly announce his inability to provide for his family. In the case where a husband has left his wife but has not divorced her and does not provide financial support for her and the children, his wife will not find any support within current law to assist her in obtaining the necessary documents from the husband. In the end, one of the final options that the wife can take to obtain the PTKP for her children is to file for divorce.

These conditions present potentially serious hurdles that may be faced by women who in actuality are the sole income earners in their households – a situation that exists in many parts of Indonesia.

In sum, although laws and policies in Indonesia are not explicitly gender discriminatory, and though the 1945 Constitution promises equality for all before the law, to date there are still a number of existing laws and policies in Indonesia that are influenced by perceptions of traditional gender roles. The government can help women receive proper recognition from society for their contribution to the economy by taking into consideration the needs of women in formulating national policy.
Voices on Customs and Laws in Indonesia

How cultural and legal perception of the appropriate role for women hinders women entrepreneurship

“Customs and tradition continue to limit women’s access to education and deprive them of proper recognition for their economic contribution. This makes it difficult for women entrepreneurs to compete with their male colleagues.” – Umy Sumiarti, Coconut Style, Bali

“The common perception on women in Indonesia tends to limit women’s room to move, thus giving out an impression that women have no other option than to become housewives.” – Fatma Arief Fianti, Fia, Yogyakarta

“In Bali, custom and tradition obligates women to attend every religious event, and that prevents them from attending any business event or training that takes place on the same day.” – A.A. Putri Puspawati, Patha Handicraft, Bali

“The key to the problem pertaining to women’s role and position, lies with the public’s perception that men are the heads of the household and women are housewives. Therefore, women are expected to prioritize their role as a housewife at all times. This perception must be changed so that women and men will have equal room to move. The husband’s support may also help alleviate the double burden carried by his wife due to her role as a housewife and as a business player.” – Reny Feby, Reny Feby Jewelry, Jakarta

“Our culture discourages women from voicing opinions within the household as it is considered disrespectful to their husbands. It is important for society to understand that when a woman voices her opinion, it is not intended as a sign of disrespect to her husband. This misperception can be overcome by promoting gender equality within the society.” – A.A. Putri Puspawati, Patha Handicraft, Bali
Women may and have the option to become entrepreneurs to improve their family’s welfare

“Society needs to understand that becoming an entrepreneur is an option that enables women to overcome financial difficulty and improve the welfare of their households.” – Tuti Fachruddin, UD Pelangi, Jakarta

“Most of the women I employ are housewives whose families are facing financial difficulties. Their husbands are very supportive because they recognize their wives’ contribution in supporting the household needs and improving the welfare of their families.” – Maya Bakti, Aulia Gaya, Bali

“Women should be confident that they have the constitutional right to become successful entrepreneurs.” – Rien Sutedja, Indah Asri, Bali
Access to higher education is a key component of every development strategy because education improves the quality and productivity of a country’s human resources. When women in particular have full access to education at all levels, they have a better chance of maximizing their potential in all sectors, particularly in the economic sector.

The premise that equal access to educational opportunities will promote women’s economic participation is supported by the research conducted by the World Bank in South Asia, Sub-Saharan Africa, Middle East and North Africa. The research demonstrates that an increase of just one percentage point in the share of women with secondary education could raise a country’s per capita income by 0.3 percentage points.

To illustrate this finding, it is projected that an increase of just one percentage point in the share of women with secondary education in Indonesia or 62,000 women in Indonesia will in effect increase the Gross Domestic Production (GDP) by US$ 735 million or approximately Rp. 7.35 trillion (see Graph 1).

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6 World Bank, "Engendering Development: Through Gender Equality in Rights, Resources and Voice", 2001
Graph 1: Illustration of the positive impact on the national income in Indonesia that may be gained by increasing access to education for women

This illustration demonstrates that the level of education obtained by women contributes to the growth of their per capita income and therefore promotes the country’s economic growth. This analysis not only stresses the importance of investment and human resource as a country’s asset, but it also demonstrates that women with adequate education will be able to provide greater contribution to a country’s economic growth. Therefore, an increased access to education for women should be viewed as an investment within the framework of improving the quality of human resources from the economic perspective.

Education as a factor that promotes women entrepreneurship

In addition to functioning as a key pillar in economic development, education may also help to change a person’s perspective and way of thinking. In this sense education can also serve as a means to provide equal opportunities for women and men to properly actualize themselves.

Nevertheless, it is indicated in the Millenium Development Goals Development Report for Indonesia published by the United Nations Development Fund (UNDP) in 2005 that the selection of study programs in vocational secondary schools in
Table 1: The Number of small scale and home industries according to the gender of entrepreneurs and level of education of the entrepreneurs

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<th>Level of Education Accomplished by the Entrepreneurs</th>
<th>Gender</th>
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<tr>
<td>Did Not Graduate From Elementary School</td>
<td>Female</td>
<td>392,414</td>
<td>405,848</td>
</tr>
<tr>
<td></td>
<td>Male</td>
<td>476,530</td>
<td>846,204</td>
</tr>
<tr>
<td>Graduated from Junior High School</td>
<td>Female</td>
<td>102,429</td>
<td>267,133</td>
</tr>
<tr>
<td>Graduated from Senior High School</td>
<td>Female</td>
<td>42,210</td>
<td>174,202</td>
</tr>
<tr>
<td></td>
<td>Male</td>
<td>1,414</td>
<td>8,574</td>
</tr>
<tr>
<td>1 year Diploma program/2 year Diploma program</td>
<td>Female</td>
<td>42</td>
<td>11,700</td>
</tr>
<tr>
<td>Graduated from a 3 yr. Diploma Program</td>
<td></td>
<td>1,015,039</td>
<td>1,713,661</td>
</tr>
<tr>
<td>Graduated from University</td>
<td></td>
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</table>


Indonesia is still heavily influenced by society’s perception on gender stereotypes.  
Female students are still expected to choose a study program associated with the domestic function that they will hold in the future, while male students are encouraged to choose programs that are closely linked to hard science, technical science and industrial science. Clearly, prevailing perceptions need to evolve so that both women and men are given equal opportunities to obtain education that will enable them to harness their potential and improve their competency.

Education provides the basic skills that enable women to run successful businesses. The Private Enterprise Participation (PEP) Implementation Project’s study on Women in Business in Indonesia (2003) found that most successful female entrepreneurs are those with higher levels of education. They do better in terms of business, marketing and networking.

However, the most recent gender disaggregated data compiled by the Central Bureau of Statistics (BPS) concerning the level of education of entrepreneurs - namely the Profile of Small Scale and Handicraft Industry for the period of 2002 - indicates that male entrepreneurs have a higher level of education compared to that of female entrepreneurs (Table 1).

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8 Private Enterprise Participation (PEP) - The Canadian International Development Agency (CIDA) and the State Ministry of Cooperatives and Small and Medium Enterprises of the Republic of Indonesia, “Women in Business in Indonesia: A Gender-Based Analysis”, 2003 (Quoting the survey conducted by The Asia Foundation and Asian Development Bank/ADB)
Although a recent UNDP report shows that the Indonesian government has made significant progress in improving the educational participation and literacy rates of women, efforts are still needed to reduce gender inequality in education.

In order to close the gap between the level of education of male and female entrepreneurs and to help women entrepreneurs increase their competitive edge in business, there is a need for informal programs that can provide women with information on how to start up, operate and manage their businesses to promote woman entrepreneurship. These informal programs can cultivate the development of business and entrepreneurial skills, thus promoting women’s participation in the economic sector.

Women entrepreneurs themselves describe the importance of education for women, especially in terms of developing useful business skills. It can be concluded that there is a need to change the perception of society and educational institutions for women to have more opportunities to actualize themselves in an optimum manner and are able to contribute to a better economic growth.
The role of formal and informal education in promoting women entrepreneurship

“Our culture still places greater importance on male education over female education, and this condition is made worse because many families can no longer afford to put their children through school due to the current economic situation. We need to equip women who are deprived from any educational opportunities with skills by providing vocational courses that may enable them to set up their own business.” – Lely Martiwi, CV Ref Graphika, Jakarta

“In my opinion, a good education provides the basic knowledge that is crucial in determining the success of a business.” – Pingkan Tilaar, Gajah Brani Indonesia, Yogyakarta

“I think that the education and training opportunities that have been given to women thus far are not yet on target. There should be short courses that are specifically aimed at a more practical curriculum as it will serve the business needs of women entrepreneurs well.” – Susan Soebakti, CV Surya Raya Crocodile Farm, Balikpapan

“Women entrepreneurs need education and training on how to properly operate their businesses and manage their finances and human resources. Women entrepreneurs also need proper training on how to manage their capital to enable them to optimize their capital.” – Umy Sumiarti, Coconut Style, Bali
Women in the Micro, Small and Medium Enterprise (MSME) Sector

Entrenched disadvantages originating from existing laws and customs in Indonesia can make it difficult for women entrepreneurs to start and operate a business. From the social perspective, women entrepreneurs are still deemed responsible for the care of their families and therefore experience the double burden of simultaneously caring for their husbands and family and managing work and business. The MSME sector may appeal more to women entrepreneurs because it offers greater flexibility and the possibility of making job and family life fit together better.

Women entrepreneurs in Indonesia have a greater presence in the MSME sector (see Graph 2 above). According to an article published in the official website of the State Ministry for Cooperatives and Small and Medium Enterprises, and also as quoted in several other media published in Indonesia, women-managed businesses represent 60 percent of the total number of MSME in Indonesia. The Indonesian Women’s Business Association (IWAPI) membership data also indicates that more women entrepreneurs work in the MSME

Graph 2: Women Entrepreneurs in Indonesia

Source: The Membership Database of the Indonesian Business Women Association / IWAPI

9 www.depkop.go.id
10 www.iwapipusat.org
more women entrepreneurs work in the MSME sector. Therefore, it can be said that the MSME sector serves as a means of entry to participate in economic activities.

While the MSME sector serves as an avenue for the economic empowerment of women, there are still obstacles to women entrepreneurs and their participation in the economy through the MSME sector.

To better identify the obstacles to women entrepreneurship in Indonesia, this chapter addresses three major issues that women entrepreneurs might meet when engaged in the entrepreneurial process, namely:

- access to finance
- business registration
- tax, levies and fees

**Access to Finance**

MSMEs - both male and female owned - need access to financial services to enable better business management and to exploit profitable opportunities. Financial services can be seen as a tool for greater business efficiency and productivity, thus enabling entrepreneurs to expand their business.

A major challenge faced by women entrepreneurs relating to access to finance is ownership of property that can be used as collateral.
In practice, Indonesian society still gives men greater rights of ownership as well as succession rights over land and property because they are identified as the heads of their households. Indonesian women in general have fewer valuable personal assets than men. Furthermore, husbands have the highest priority in the family to use collateral and are entitled to determine whether their wives can have access to that collateral. This means that women in general control less capital compared to men.

The Private Enterprise Participation (PEP) Implementation Project's study on Women in Business in Indonesia (2003) confirms that women experience difficulties in acquiring loans.11 The document states that 35 percent women had problems getting loans as compared to 25 percent of men. Collateral was a primary problem. Generally, banks accept land, homes and vehicles as collateral, but as property titles and/or registration are usually held in the man's name, women do not have access to proof of property ownership.

Moreover, often even when women do possess adequate independently-owned property to use as collateral, they are still required by financial institutions such as banks and other lending institutions to obtain consent from the husband before pledging property as collateral. Although this requirement for spousal consent also applies to married men, it is especially disadvantageous for women who do not possess a good bargaining position in their family or for women living separately from husbands who are unwilling to help them.

11 Private Enterprise Participation (PEP) - Canadian International Development Agency (CIDA) and State Ministry of Cooperatives and Small and Medium Enterprises of the Republic of Indonesia, "Women in Business in Indonesia: A Gender-Based Analysis", 2003, (quoting the survey carried out by The Asia Foundation and Asian Development Bank/ADB)
A preliminary study by Akademika on women entrepreneurs in Surabaya (based on data collected from one bank) provides an indication of the factors that may discourage women entrepreneurs from applying for bank loans (see Graph 3).

It is evident that some of the discouraging factors listed come from the bank itself, namely high interest rates (17.9 percent) and complicated loan procedures (3.57 percent). Other factors that may discourage women entrepreneurs from applying for bank loans arise from personal concerns that they may not be able to repay the loan.

In some cases, women may not apply for credit because they do not have enough information about the requirements or fear they will not be able to afford the interest or even the payments.
Akademika’s observation also indicates that the same factors may influence the amount of loan that women apply for. This reluctance of women entrepreneurs to apply for larger loans from banks or financial institutions suggests that women entrepreneurs are careful business planners and realistically cautious in operating their businesses. Women tend to apply for a loan only when they are confident that they will be able to repay it; therefore in general women have a good credit repayment rate (see Graph 4).

It is important for financial institutions to recognize that women entrepreneurship is a strong potential economic market. Financial institutions can support women entrepreneurship by providing adequate information about the greater opportunities gained by moving from the informal sector into the formal sector, particularly in terms of credit opportunities. Financial institutions may encourage women entrepreneurs in the informal sector to register their businesses and obtain required licenses in order to receive loans more easily and expand their businesses. In addition, financial institutions could also support women entrepreneurship by developing more innovative and flexible financial products to meet the needs of women entrepreneurs.

Graph 4: Percentage of Performing Loan Repayment based on Sex (per 30 September 2004)

Source: Akademika, "Access to Credit for Businesswomen", 2005
Voices on Access to Finance

How women entrepreneurs perceive bank loans

“We women entrepreneurs usually prefer family savings over bank loans to use as start-up capital for our businesses. This is because banks usually require us to provide collaterals that exceed the amount of the loan granted as security.” – Sukinah Sumardjo, Cakra Poultry Shop, Yogyakarta

“Banks often failed to provide clear information on loan requirements. This creates an impression that the loan approval process is complicated and eventually deters women entrepreneurs from applying for a bank loan.” – Susan Soebakti, CV Surya Raya Crocodile Farm, Balikpapan

The need to put right the common misconception of women

“During an event organized by IWAPI in Jakarta, an executive officer of a major Jakarta bank stated that women entrepreneurs are not granted many loans in order to prevent an increase in the divorce rate. This misconception needs to be corrected to remove any discriminatory practice that women entrepreneurs may face in terms of access to finance.” – Desak Nyoman Asrihati, Puri Oka Cottages, Bali

“Many of my colleagues talk about the discriminatory treatment that they encountered when dealing with banks because they are women. This is because banks still don’t see women as valuable clients.” – Hj. Dewi Sinaryati, Sarana Dewata Group, Bali
Women as a potential market for banks

“One staff member of a state bank in Bali stated that ‘it is safer to grant loans to women than men because women are more cautious and prudent, thus it is less likely for women to be involved in a non-performing loan.’” – A.A. Putri Puspawati, Patha Handicraft, Bali

“Nowadays, the banks are beginning to recognize women entrepreneurs as a potential market. Oftentimes, they are the one submitting proposals to offer loans to us.” – Hj. Sofia Sutardja, Batik Mekar, Yogyakarta

Banks need to develop a more innovative product that caters to the needs of women entrepreneurs

“Improving women entrepreneurs’ access to finance can be achieved by simplifying the loan application process and collateral requirement, as well as reducing the interest rate.” – Hj. Wiwik Sunarti, PT Setio Atmoko, Surabaya

“The current bank loan requirement and procedure makes it very difficult for any woman who has been abandoned by her husband to acquire bank loans. These women are still considered married and hence the banks still require them to put their husbands’ signatures as sponsor for loan applications.” – Desak Nyoman Asrihati, Puri Oka Cottages, Bali
Women entrepreneurs engaged in the MSME sector are burdened by the same constraints in terms of business registration as their male counterparts. They must go through a complicated, costly and time-consuming process to obtain the numerous permits and licenses that are required for legal operation. To make things worse, complex procedures lead to new opportunities for corruption with the emergence of middlemen and officials extracting unofficial payments to expedite processes. This situation indicates the urgent need to simplify business registration procedures and requirements in order to reduce time and cost for starting up new businesses, as well as improve transparency, which would minimize corruption at all levels.
Voices on Business Registration

There is a need to simplify business registration and licensing procedures to encourage the formalization of businesses

“It is imperative that the business licensing procedure be simplified in order to encourage business to move from the informal sector into the formal sector.” – **Halida R. Kusumaharta**, CV Starindo, Yogyakarta

“The business registration and licensing procedure needs to be simplified in order to thwart corruption as well as encourage business to move into the formal sector.” – **Hj. Dewi Sinaryati**, Sarana Dewata Group, Bali

“The complicated business registration and business licensing procedure as well as the expensive unofficial cost that must be expended by entrepreneurs caused one of my friend to close her business because she could not bear to bear such burden.” – **Dewi Budhiartini Juli Isnaini**, Wirata Consultant, Medan

What businesses can gain from moving into the formal sector

“Having all of the necessary permits and licenses is actually beneficial for business. It’s easier to develop the business further, thus increasing the potential of gaining more profit.” – **Tuti Fachruddin**, UD Pelangi, Yogyakarta

“By moving into the formal sector and procuring all of the necessary licenses and permits, banks will deem companies more bankable and it will be easier for them to obtain bank loans.” – **Hj. Wiwik Sunarti**, PT Setio Atmoko, Surabaya
**Tax**

As explained in the previous chapter, the Income Tax Law contains provisions that endorse gender stereotyping, perhaps influenced by the Marriage Law. Although the Law also stipulates that it is possible for a married woman to obtain PTKP, in practice the perception of society and relevant authorized officials often prevents women from obtaining the exemption. As a consequence, women have to bear the burden of paying higher income tax despite the fact that they may be the sole income earners in their household.

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**Levies and Fees**

In *Voices of the Private Sector* published by IFC-PENSA in 2004, 19 women and men entrepreneurs operating in Indonesia cite the existence of illegal levies as one of the main problems that prevents Indonesia from establishing a conducive business climate. Business climate monitoring conducted by the Partnership for Economic Growth also affirms this finding by stating that illegal levies (30 percent) and non tariff barriers/constraints (24 percent) are the biggest operational constraints for a majority of the respondents. Illegal levies therefore constitute one of the obstacles faced by women entrepreneurs in Indonesia.

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12 Source: Regional Economic Development Institute, 2002 as quoted in *Voices of the Private Sector* published by IFC-PENSA in 2004

13 Partnership for Economic Growth is a joint project of The United State Agency for International Development and The Government of Indonesia
Voices on Tax, Levies and Fees

**Taxation practices and unofficial levies present obstacles to women entrepreneurship**

“Women entrepreneurs maintain proper book keeping as well as pay their tax promptly and correctly. Nevertheless, tax officials often come up with a different calculation that requires us to pay more tax. This usually leads to tax officials extorting unofficial levies from us because they make it easier for us to pay the unofficial levies than to make the necessary corrections.” – M.J. Heru Martani, Apotek Ambarukmo, Yogyakarta

“A person who claims to be a tax official once came to me and offered his service to help me solve my taxation problems in return for a substantial fee. Although in the end I chose to settle my problem directly with the tax office, levies imposed by people claiming to be acting officials must be eliminated as it constitutes a business constraint.” – Imas Shidiq, PT Binusa Persada, Jakarta

“Tax revenues should be utilized in a more effective and transparent manner. Even until now, we don’t know; we are forced to trust the government to use the tax revenues properly.” – Hj. Dewi Sinaryati, Sarana Dewata Group, Bali

“The current business registration and licensing process remains costly and time consuming because unofficial levies still exist. Therefore, unofficial levies pose an obstacle for entrepreneurs in developing their business.” – Halida R. Kusumaharta, CV Starindo, Yogyakarta


**Women as successful business owners**

As women in Indonesia develop a better understanding of their capacity to voice opinions on the subjects affecting them and their families, as well as to make their own decisions and execute them, some choose to step forward and participate actively in family earning activities. Some even start businesses. Women entrepreneurs are not just entering the workforce. In fact, they are creating jobs.

As business people, women entrepreneurs generally delegate more readily and express appreciation to their employees more often. This tends to make employees feel recognized and rewarded, and translates well into better business management. In the workplace, strong human resource capability provides a definite competitive edge for small businesses to compete in the marketplace.

Typically, women are more proficient in building and maintaining long-term relationships and networks, as well as using effective communication skills, demonstrating organizational abilities, and expressing sensitivity to cultural differences.

In regard to financing, women entrepreneurs tend to prefer internal sources of funds rather than external ones. However, they are not risk averse. More accurately, they balance risks in terms of possible impact on both the enterprise and the household.

A study conducted by ADB on MSMEs in Indonesia (2001) reported that in a group discussion, women entrepreneur respondents described
themselves as more accurate and better planners, so that they know concretely about risks and challenges before starting a new investment.\textsuperscript{14}

This finding corroborates Akademika's initial observation and provides an explanation as to why women entrepreneurs seem to be more hesitant to apply for bank loans.

Findings from the survey carried out by ADB also indicate that only 45 percent of male-led enterprises have grown within a period of two years compared to 51 percent of female-led enterprises.\textsuperscript{15} Furthermore, the number of male-led enterprises that have declined is higher than those of the female-led enterprises, which are 25 percent (male) compared to 13 percent (female).

\textbf{Women as proponents of good corporate governance}

A study in behavioral and social sciences conducted by the World Bank also suggests that men and women differ in terms of their tolerance of corruption, concluding that women are less likely to pay bribes to government officials.\textsuperscript{16} Their reluctance to pay bribes could be based on either risk aversion or higher standards of ethical behavior.

This is further supported by the ADB study on MSMEs in Indonesia.\textsuperscript{17} The survey that was carried out in the cities of Semarang and Medan mentioned that 23 percent of women entrepreneur respondents report fewer problems with illegal levies than their male counterparts (29 percent). This indicates that women are better at enforcing good corporate governance within their enterprises.

\textsuperscript{14} Asian Development Bank, "SME Constraints and Needs with Special Focus on Gender Issues", June 2001

\textsuperscript{15} Asian Development Bank, SME Development Bank's Technical Assistance Survey, 2002

\textsuperscript{16} World Bank, "Engendering Development: Through Gender Equality in Rights, Resources and Voice", 2001

\textsuperscript{17} Asian Development Bank, "SME Constraints and Needs with Special Focus on Gender Issues", June 2001
Voices on Women as Successful Business Owner

Women as excellent time managers

“Successful women entrepreneurs are usually also successful in managing time between business and family.” – Desak Nyoman Asrihati, Puri Oka Cottages, Bali

“In running their business, women entrepreneurs do not neglect their duties as housewives, because family support is the key to success for women in running their business.” – Reny Feby, Reny Feby Jewelry, Jakarta

Women as caring employers

“We generally adopt a more informal approach in managing our human resources. This is why our employees usually have a greater sense of belonging to our companies.” – Rien Sutedja, Indah Asri, Bali

“I consider my employees as one of my company’s main assets and I always look for ways to avoid dismissing any of their employment. Therefore, I always encourage new innovations to increase demands for my company’s batik products.” – Hj. Sofia Sutardja, Batik Mekar, Yogyakarta

“We tend to employ a more persuasive and friendly approach in solving problems. We usually value our employees’ opinions and discuss our problems with them in order to achieve a better solution.” – Halida R. Kusumaharta, CV Starindo, Yogyakarta
Women as persevering entrepreneurs

“I cultivated my business from scratch until it became as big as it is now due to economic necessity after I became a widow with five children. Nevertheless, I refused to give up and believe that I can overcome every challenge and that I am able to grow my business if I work hard and diligently.” – Hj. Nuriandy, STMIK Potensi Utama, Medan

“Women are very tenacious and do not give up easily in facing business challenges. One of the things that motivates women is their desire to improve their family’s welfare.” – Tuti Fachruddin, UD Pelangi, Yogyakarta

“The keys to success for women entrepreneurs are strong willpower, responsiveness to the market needs, always creating innovations and never feeling satisfied with what you have achieved.” – Hj. Melani L. Suharli, PT Al Amin Universal, Jakarta

“Despite the obstacles and historical disadvantages that we face, we are known to be tenacious and possess a great fighting spirit.” – Rien Sutedja, Indah Sari, Bali

“Women have the advantage over men because we are more flexible and dynamic, and as such we have the ability to adapt to challenges more effortlessly.” – Fatma Arief Fianti, Fia, Yogyakarta

“Through networking, women entrepreneurs are able to share their experiences and help each other to develop their businesses.” – Soendari Hamid, UD Sadar Jaya, Surabaya
Women as prudent business planners

“Women entrepreneurs prefer to start small and expand our businesses gradually. We minimize risk and ensure customer satisfaction by implementing good quality control and human resource management.” – Tatyana Sutara, PT Tara Indonesia Kuliner, Jakarta

“We are good business planners and tend to plan everything in a realistically cautious manner. We also place a high importance in cultivating trust in our business relationships. That is why we prefer to repay our loans in a timely manner so as to avoid any default.” – Desak Nyoman Asrihati, Puri Oka Cottages, Bali

Women as proponents of good corporate governance

“We tend to avoid any practice of corruption and collusion, despite running the risk of losing valuable business opportunities. Women also have an aversion to lobbying because they want to avoid generating negative perceptions from the community.” – Kulsum Supriyanto, CV Ase, Jakarta

“Women entrepreneurs shun the use of informal brokers (calo) in procuring business registration and business licensing because it goes against our conscience and is not good for business.” – Susan Soebakti, CV Surya Raya Crocodile Farm, Balikpapan

“It is a common fact that entrepreneurs are forced to compromise the quality and price of their products or services to accommodate requests for illegal levies during the tender process. Women entrepreneurs tend to refuse to get involved in any practice of illegal levy payment as this goes against their conscience.” – Hj. Elly Ilham Alim Bachrie, PT Darika Tour & Travel Service, Makassar
CONCLUSION
Urging an Approach More Responsive to the Needs of Women as a Means to Achieve Sustainable Development and Economic Growth

Historically, disadvantages with regard to access to education, finance and economic activities have presented a major barrier for many Indonesian women in their efforts to work in the economic sector.

Those historical disadvantages are deeply rooted in cultural beliefs about gender, which represent what most people believe or accept as true about the roles of men and women. However, such norms can be changed. Efforts to change perception that affects access to education, finance and greater entrepreneurship opportunities for women can be realized by means of legislation reforms.

Gender awareness starts by recognizing that a policy will always affect men and women differently. No policy is neutral when the parties whom it aims to address do not start as equals. Even if a policy claims to treat women equally, the ability of men and women to use and respond to the benefits and facilities offered under the policy will differ in practice. The difference in response may then reinforce existing differences and result in unintended negative consequences for women.

It is important that the government establishes a more level playing field for women who are particularly active in micro, small and medium scale enterprises. The government should more effectively provide what women entrepreneurs need: access to necessary resources such as education, property ownership, and finance. In addition, the government must adopt an approach that is more responsive to the needs of women in its policies so as to improve its effectiveness in overcoming the obstacles that limit women in Indonesia.

Effective policies can help address the underlying obstacles to women entrepreneurship and promote the participation of women entrepreneurs in the micro, small and medium-sized businesses. Helping women overcome barriers to business creation and expansion will not only support the economic empowerment of women and the welfare of their families, but also contribute to reduced poverty and higher levels of economic growth in Indonesia.
A.A. Putri Puspawati  
**Patha Handicraft, Bali**

A.A. Putri Puspawati started her business in the handmade goods industry in 1989. She is currently manufacturing and trading handmade wooden crafts on a wholesale as well as retail basis. She also exports her crafts to Europe and the United States of America. For the past two years, A.A. Putri Puspawati has also started manufacturing silver jewelries. To date, her business employs 65 female staffs and 35 male staffs.

**Desak Nyoman Asrihati**  
**Puri Oka Cottages, Bali**

Running and managing her hotel and restaurant business since 1990, Desak Nyoman Asrihati now counts 15 people as her permanent employees.

**Dewi Budhiartini Juli Isnaini**  
**Wirata Consultant, Medan**

Dewi Budhiartini Juli Isnaini started her civil engineering consulting firm 20 years ago. Since its incorporation, her business has also been entrusted to handle government projects. To date, her firm employs approximately 50 staffs.

**Hj. Dewi Sinaryati**  
**Sarana Dewata Group, Bali**

Since she operates her business in 1995, Hj. Dewi Sinaryati’s catering business has employed 45 staffs, including 18 female staffs.
Hj. Elly Ilham Alim Bachrie
PT Darika Tour & Travel Service, Makassar

Hj. Elly Ilham Alim Bachrie engages business in the tours and travel bureau service sector since 1980 assisted by 7 employees. She also manages two other businesses namely CV Abdi Abadi engaging business in the field of building contractor and CV Darika Utama engaging business in the field of agriculture, plantation, animal husbandry, fishery and forestry, respectively employing 10 employees.

Fatma Arief Fianti
Fia, Yogyakarta

Since she started her business in 1998, Fatma Arief Fianto’s catering service continued to grow and to date counts 18 people as her staffs.

Halida R. Kusumaharta
CV. Starindo, Yogyakarta

Halida R. Kusumaharta started her business in the furniture and handmade goods industry in 1982. To date, she is exporting her products to Germany, Japan, Malaysia and Singapore.

Imas Shidiq
PT Binusa Persada, Jakarta

Imas Shidiq’s entry into entrepreneurship dates back from 1991 with the establishment of her consulting service firm which she co-founded with her sister. After her marriage, she established and managed a housing development company together with her husband. To date, she operates her business in Dumai, Rumbai, Pekanbaru and Sukabumi.
Kulsum Supriyanto  
CV Ase, Jakarta  
Kulsum Supriyanto established CV Ase through which she engages business in the catering, event organizing and garment industry as well as a supplier twenty years ago. To date, her company employs approximately 200 staffs.

Lely Martiwi  
CV Ref Graphika, Jakarta  
Lely Martiwi established her printing company approximately 20 years ago and since then has handled clients ranging from small companies to large state owned and private companies. To date, she employs approximately 50 staffs.

M.J. Heru Martani  
Apotek Ambarukmo, Yogyakarta  
M.J. Heru Martani started her pharmacy business 20 years ago. Currently, her company has employed 9 staffs.

Maya Bakti  
Aulia Gaya, Bali  
Although Maya Bakti has just started her business in 2002, to date Aulia Gaya has exported sandals, handbags and accessories to Africa, Venezuela, New Zealand and Spain. Her business currently employs approximately 80 staffs, comprising mostly of women.
Hj. Melani L. Suharli
PT Al Amin Universal, Jakarta

Stemming from her dissatisfaction of the service she received from a travel agency that had arranged her holy pilgrimage, Hj. Melani L. Suharli detected a potential market in the holy pilgrimage service industry. Back in 1996, she sets up her own holy pilgrimage agency. To date, her business has grown and has representative offices in Bandung, Medan and Ujung Pandang.

Hj. Nuriyandy
STMIK Potensi Utama, Medan

Having worked as an English instructor for more than 10 years, Hj. Nuariyandy opened a business that provides English and computer courses back in 1994. After gaining success with her business and receiving various awards, she established the Computer and Informatic Management Institute (STMIK) Potensi Utama in 2003. To date, the institute has 2 campus with approximately 90 staff lecturers and 2,200 students.

Pingkan Tilaar
Gajah Brani Indonesia, Yogyakarta

Pingkan Tilaar runs her business by utilizing the skills and services of the local handcrafters from the rural areas. She is operating her business in Yogyakarta, Jakarta and Bali with orientation on the export market. Since 2004, she has expanded her business so as to encompass home decoration products and stationeries.
Reny Feby
Reny Feby Jewelry, Jakarta

Since she established her business back in 1998, Reny Feby is currently exporting her jewelry products to Singapore, Malaysia, Middle East, Japan and Hong Kong. To date, her business employs 15 permanent staffs and approximately 90 craftsmen.

Rien Sutedja
Indah Asri, Bali

Rien Sutedja has started producing dried flowers since she graduated highschool in 1998. Since then, she has employed 2 female staffs and 4 male staffs. She is also exporting her products to Japan, Italy, Australia and Malaysia.

Hj. Sofia Sutardja
Batik Mekar, Yogyakarta

Actively manufacturing batik fabric since 1969, Hj. Sofia Sutardja to date has expanded her business to include the Islands of Java and Sumatra. She currently counts 50 people as her employee.

Soendari Hamid
UD Sadar Jaya, Surabaya

Soendari Hamid established her auto repair shop and batik garment manufacture business back in 1986. To date, her business has employed 6 staffs.
Sukinah Sumardjo  
Cakra Poultry Shop, Yogyakarta

Back in 1981, Sukinah Sumardjo started her business by establishing the Cakra Poultry Shop engaging business in the trade of day-old-chicks. Her shop currently employs 4 staffs.

Susan Soebakti  
CV. Surya Raya Crocodile Farm, Balikpapan

Other than managing a crocodile farm, Susan Soebakti also owns and manages a distribution company and a retail company.

Tatyana Sutara  
PT Tara Indonesia Kuliner, Jakarta

As a former capital market broker, she started her business by establishing an international school by using her personal savings together with her friend. She has also co-established PT Tara Indonesia Kuliner six years ago with 3 of her friends, which operates a noodle restaurant in South Jakarta. Since then, she has also opened other businesses, ranging from a salon & spa to an event organizing company.
Tuti Fachruddin  
UD Pelangi, Yogyakarta

Back in 1986, Tuti Fachruddin started her printing business by establishing UD Pelangi. To date, she employs 20 staffs.

Umy Sumiarti  
Coconut Style, Bali

Umy S. started her business back in August 1st 1995 together with her husband. Since then, the production business that she manages has grown significantly by exporting many of her products to Europe and counts 90 people as her employees.

Hj. Wiwik Sunarti  
PT Setio Atmoko, Surabaya

Hj. Wiwik Sunarti established her travel bureau business back in 1984 and currently counts 23 people as her employees. To date, her company also offers service in organizing tours, exhibitions and conventions, both domestically as well as overseas, and has organized conventions and exhibitions in numerous countries in Asia, Europe and the United States of America.
Srikandi: Symbol of Women Empowerment

The shadow puppet (or wayang) used in this publication is the character of Srikandi. The use of Srikandi as a symbol for Voices of Women in the Private Sector is because the character has a significant meaning for Indonesian women. “Srikandi” represents a willful and assertive female. She is a popular symbol for Indonesia’s women’s movement. She is thought of as intelligent, decisive, assertive, courageous, combative and beautiful. The shadow puppet in her image shows a very confident posture. Srikandi’s face is uplifted, looking one straight in the eye; she struts forth with a wide step, appearing to wear pants which are above her knee and she sports a “kris”, a man’s dagger, in her belt. But, with a flower in her hair she still looks graceful.
IFC-PENSA

The International Finance Corporation (IFC) is the private sector arm of the World Bank Group. The mission of IFC is to promote sustainable private sector investment in developing countries, helping to reduce poverty and improve people’s lives. IFC finances private sector investments in the developing world, mobilizes capital in the international financial markets, helps clients improve social and environmental sustainability, and provides technical assistance and advice to governments and businesses.

Program for Eastern Indonesia SME Assistance or PENSA is one of eleven project development facilities world-wide created and managed by IFC and funded by donor countries and institutions. PENSA’s work in Indonesia focuses on SME development in growing sectors: agribusiness, oil, gas and mining industries, furniture and handicraft manufacturing in the area of sustainable supply chain and access to business services, finance and the improvement of the business enabling environment. PENSA is supported by the governments of Australia, Canada, Japan, the Netherlands, Switzerland, the Asian Development Bank and IFC.

IWAPI

The Indonesian Women’s Business Association (IWAPI) is a non-profit organization that unites and supports women entrepreneurs. The aims of IWAPI are to empower and strengthen Indonesian women in small-to-medium-sized enterprises (SMEs) by improving their capabilities to manage businesses, as well as by providing them opportunities to access technology, marketing and financial networks. This is done through advocacy, training (technical, management and human resource), and networking.
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