

# Empowering Women in Supply Chains in Latin America

Building Inclusive Value Chains: Strategies to Boost WSMEs' Market Access

Isabel Berdeja | IDB Invest  
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# Empowering Women in Supply Chains

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## Gender-Focused Financial Incentives

A \$64 million loan was structured by **IDB Invest** to encourage diversity in supply chains by focusing on gender inclusion and empowerment.

## Supporting Women-Owned SMEs

The initiative aimed to increase the participation and purchasing volume of women-owned small and medium enterprises.

## Strengthening Supply Chain Resilience

Diversifying suppliers through women-owned SMEs improved the overall resilience and adaptability of the supply chain.



# Driving WSME Supplier Inclusion



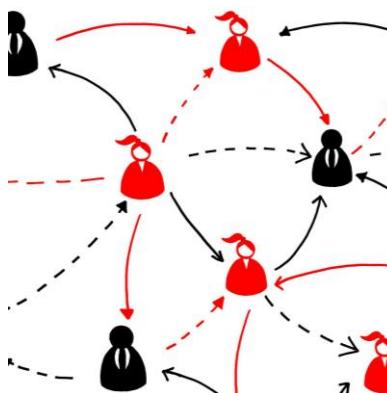
## Supplier Network Analysis

Initial review showed only 5% of suppliers were WSMEs, prompting the need for targeted inclusion strategies.



## Advisory and Training Initiatives

Procurement teams received training, policies were revised, KPIs set, and onboarding tools developed to drive WSME inclusion.



## Growth and Innovation Outcomes

By end-2024, WSME suppliers grew to 24%, purchases reached US\$7.8 million, increasing innovation and supply chain resilience.

# Elcatex Honduras Case Study Insights



**CASE STUDY**

**wefi**  
WOMEN ENTREPRENEURS  
FINANCE INITIATIVE

**How Performance-Based Incentives Changed Mindsets and Improved Supply Chain Resilience in A Honduran Textile Manufacturer**

**Case Study: Grupo Elcatex**

**"The Team is No Longer Saying: 'A Woman Cannot Do This'**

**ABSTRACT**

This case study documents how a gender-focused performance-based incentive (PBI) and advisory service embedded in a corporate loan catalyzed organizational change and strengthened supply chain resilience at Grupo Elcatex, a leading textile manufacturer in Honduras. In 2019, IDB Invest structured a \$64 million loan that included an annual \$30,000 bonus financed by the Women Entrepreneurs Finance Initiative, housed at the World Bank. The bonus was contingent on Elcatex meeting progressively ambitious targets for integrating women-owned small and medium enterprises (WSMEs) into its supply chain—both by count and by purchase volume. Supported by advisory partners Fundes and WeConnect International, Elcatex established a rigorous baseline, revised procurement policies, trained buyers, and introduced buyer-level PBI and rewards. With part of the seven-year tenor complete, the share of women-owned suppliers has met the targets in each year, and as of the end of 2024 was exceeding them. The number of WSMEs in the supply chain increased from 5% to 24%, to 118 companies, and the value of purchases from WSMEs increased from \$932,000 in 2019 to \$6.3 million by end-2024, with average purchase volumes per WSME also rising. Beyond meeting targets and unlocking incentives each year, Elcatex reported qualitative gains in greater collaboration, responsiveness, and a notable shift in mindsets among procurement staff—captured in the refrain that “the team is no longer saying, ‘A woman cannot do this.’” Five success factors underpinned results: aligned internal drivers on both the financial and client sides; a solidly motivated corporate partner; a flexible incentive design allowing alternative target pathways; targeted advisory support for baseline, training, and onboarding; and a gamified buyer rewards system that aligned daily behavior with strategic goals. The experience shows how relatively modest PBIs, paired with advisory services, can unlock outsized, durable change—offering a replicable model for MDBs, impact investors, and firms seeking to advance women’s economic empowerment, diversify and de-risk supply chains, and shift organizational culture.

**Authors:** Elizabeth MacBride and Felicia Siegrist



## Gender-Linked Corporate Loan Impact

Integrating a gender-linked PBI in corporate loans drives positive change, empowering women and strengthening supply chain resilience.



## Comprehensive Methodology

The study used document reviews, supplier analytics, and interviews to capture robust and actionable insights.

## Replicable Models and Progress

Findings provide replicable models for MDBs and private partners, with progress tracked against PBI targets over seven years.



# Insights from Elcatex Case

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## **Impact of Performance-Based Incentives paired with Advisory**

Incentives, even at modest levels, drive meaningful behavioral and institutional changes when paired with advisory support.

## **Supplier Diversity Effectiveness**

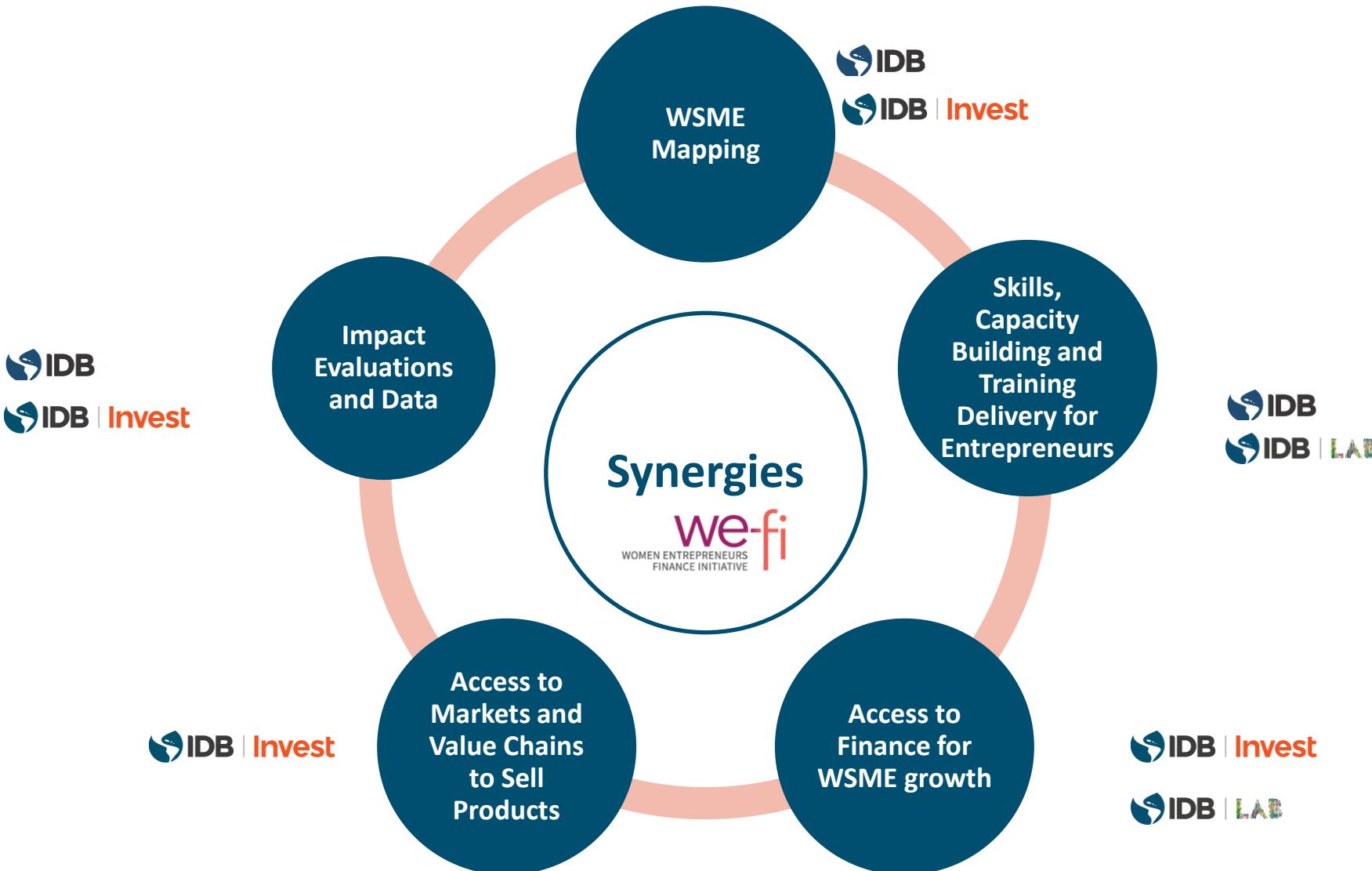
Diversity programs are cost-effective and feasible, with cultural barriers presenting greater challenges than technical obstacles.

Internal champions on both client and MDB sides are critical.

## **Flexible Targets and Advisory Support**

Flexible targets, advisory services, baseline setting, training, and gamified rewards help align daily actions with gender goals.

# WeForLac: One Voice, One Strategy, Real Impact





**Let's continue the conversation**

**Isabel Berdeja**

Oficial Senior, GSI – IDB Invest  
isabelbe@iadb.org



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