



MONIQUE LEROUX

FOR A GLOBAL COOPERATIVE  
MOVEMENT, ENGAGED,  
LEADING AND GROWING.

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# Dear Cooperators, Dear Colleagues,

In proclaiming 2012 “International Year of Cooperatives,” the United Nations invited the entire world to take a fresh look at cooperatives. That same year, the International Co-operative Alliance implemented the **Blueprint for a Co-operative Decade**, and Quebec City hosted the first International Summit of Cooperatives.

## COOPERATIVES: LOCAL STRENGTH, GLOBAL POWER

We live in a complex, globalized world. Issues such as food security, climate change, market volatility, unemployment and increased social inequalities concern us all.

With a billion members and our local, regional and national networks the world over, our cooperative movement contributes to the resolution of the most pressing global issues in a climate marked by high financial volatility and uncertainty, and compounded by an unprecedented digital and technological revolution.

Building on the strength of a global network whose actions are rooted in local cooperatives and communities, a network capable of innovating and growing in a responsible and sustainable way, is central to the program I am proposing in order to pursue the objectives of the **Blueprint for a Co-operative Decade**.

The global cooperative movement can and must make a difference.

## INTERNATIONAL CO-OPERATIVE ALLIANCE: A CATALYST FOR OUR COMMITMENTS AND ACTIONS

Under the leadership of Dame Pauline, we created a **Blueprint for a Co-operative Decade** to stimulate our initiatives.

Drawing on five main themes (participation, sustainability, identity, legal framework and capital) and backed by all members of the Alliance, this Blueprint aims to make the cooperative movement a recognized leader in economic, social and environmental development. It also seeks to make the cooperative model the preferred choice for most people and the fastest growing form of business. I fully agree with this plan and endorse these key objectives.

As we see firsthand the progress being made in connection with the Blueprint, I want to applaud the work of all those who are contributing at all levels to the achievement of these ambitious objectives.

We must continue our local, national, international and sectoral efforts, and the Alliance must act as a catalyst, with its Board of Directors and its management, to coordinate work and drive initiatives around the world.

## MY COMMITMENTS AS PRESIDENT OF THE ALLIANCE

I am proud to belong to the cooperative movement as a person, as President of Desjardins Group, as a member of the Alliance’s Board of Directors and as a citizen of the world. I also believe that cooperatives build special relationships with each of their members. This is the kind of relationship that I want to build with you as President of the Alliance.

### IN THIS CONTEXT:

- I undertake to lead a cooperative alliance **engaged** with its members and at their service.
- I undertake to pursue, more than ever, the Alliance **leadership** role on the international stage in representing the cooperative movement.
- I undertake to lead an Alliance that supports the **growth** and development of cooperatives around the world.



#### **THE POWER OF INTERCOOPERATION**

The greatest strength of the cooperative movement is based on its ability to intercooperate beyond borders, regardless of the economic sector or size of our cooperatives.

Intercooperation is what can propel the cooperative movement and the Alliance as builders of sustainable prosperity, respectful of people and the environment.

#### **SUCCEEDING TOGETHER**

I know that with you and with cooperators from all around the world, we have the power to make a difference.

We have to build a better world for individuals and for communities.

Together, we will succeed.

Monique F. Leroux,  
C.M., O.Q., FCPA, FCA

## PRÉAMBULE

I fully support the **Blueprint for a Co-operative Decade**, which I intend to continue to implement and even enhance. The results achieved thus far strengthen my convictions and are a confirmation that we have the right strategies. I intend to bolster them with concrete actions and increased intercooperation between Alliance members. The program I am proposing is therefore based on this plan and is structured around three priorities: Engagement, Leadership and Growth.

ENGAGEMENT

LEADERSHIP

GROWTH



## Priority 1

### MEMBER ENGAGEMENT

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WE SHOULD PUT IN PLACE ALL THE NECESSARY TOOLS TO FOSTER INTERCOOPERATION BETWEEN ASSOCIATIONS AND COOPERATIVES OF ALL SIZES AT THE INTERNATIONAL, NATIONAL AND REGIONAL LEVELS.

#### 1.1 STRENGTH OF LOCAL COOPERATIVES:

Local cooperatives are the driving force of our great movement. Through its national members, the Alliance must support their development and growth by implementing suitable solutions. A famous principle, at the heart of my conviction, comes to mind: “Think globally, act locally.” The Alliance must promote local, regional, national and sectoral initiatives and must act as a catalyst through the **Blueprint for a Co-operative Decade**.

#### 1.2 MEMBER PARTICIPATION:

A high level of participation by Alliance members in its democratic life is a sign of vitality and strength. The Alliance must increase member participation in its governance. Democratic participation is one of the most significant aspects that sets the cooperative model apart. It is also one of the five thrusts of the **Blueprint for a Co-operative Decade**. The Alliance must be a model in this regard and continue its discussions and work in order to strengthen its governance and its engagement towards the members and cooperatives that it represents, in line with the regions and sectors.

#### 1.3 COMMUNICATION:

In the digital age, the Alliance must take advantage of new technologies to enhance and modernize communications between members, and create new sharing communities, thus increasing connectivity between members and the Alliance, be it through collaborative platforms, the Alliance website, social media or tools enabling us to stimulate member participation and energize our democratic life.

## Priority 2

### LEADERSHIP AND COMMITMENT

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WE SHOULD STEP UP OUR PRESENCE ON THE INTERNATIONAL STAGE TO PROMOTE OUR COOPERATIVE IDENTITY AND HOW THE COOPERATIVE MOVEMENT BUILDS ON SOCIAL RESPONSIBILITY AND SUSTAINABLE DEVELOPMENT PRINCIPLES.

#### 2.1 INTERNATIONAL LOBBYING:

Under the leadership of Dame Pauline, the Alliance and the cooperative movement were more visible than ever, the world over. The Alliance must continue its efforts with the international bodies to increase recognition and spread the cooperative model. It must aim to become a key player in developing economic and social public policy. It must be part of key decision tables (e.g., UN, WB, IMF, B7/G7, B20/G20, etc.). The Alliance must also assist jurisdictions lagging behind by providing support toward efforts to represent its members. Lastly, it must step up its presence in the media and large international meetings such as the World Economic Forum and the International Summit of Cooperatives.

#### 2.2 SOCIAL RESPONSIBILITY AND SUSTAINABLE DEVELOPMENT:

Social responsibility is imprinted in the DNA of cooperatives because their ultimate goal is to improve the social and economic well-being of individuals and communities. Cooperatives must be part of the solution to the major economic, social and environmental issues of our time (e.g., health, food and education, and climate change). In particular, the Alliance must encourage large cooperative groups, particularly financial ones, to influence investment and financing strategies and thus promote sustainable development, notably by fighting climate change.

#### 2.3 EDUCATION AND SUCCESSION:

The cooperative business model is not taught widely enough, particularly in higher-education institutions, is not the subject of systemic research and is not really promoted as an entrepreneurial venture. The Alliance must play a role in identifying research themes and support its members' efforts to exert influence, notably through promotion and information tools. As for succession, the Alliance must contribute to the development of future cooperative leaders, including empowering women and supporting diversity; for example, by facilitating international internships and mentoring opportunities.

## Priority 3

### GROWTH AND SOLIDITY

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THE COOPERATIVE MOVEMENT HAS TO AFFIRM ITSELF AS A RECOGNIZED LEADER IN ECONOMIC, SOCIAL AND ENVIRONMENTAL DEVELOPMENT. TO ACHIEVE THIS OBJECTIVE, WE MUST SUPPORT THE DEVELOPMENT OF COOPERATIVES AND HELP THEM GROW AND FLOURISH ACROSS THE GLOBAL COOPERATIVE MOVEMENT.

#### 3.1 COOPERATIVE IDENTITY:

The Alliance must continue to work on cooperative brand recognition (COOP logo, domain.coop, etc.). This is key to the growth of cooperatives in the world. The alliance must also pursue data collection efforts in order to demonstrate the impact of cooperatives (such as the World Cooperative Monitor). These are essential levers for a growing cooperative movement around the world. A unified and strong identity is also a prerequisite for the pursuit of our growth ambitions.

#### 3.2 EMERGING SECTORS:

Through its R&D support role, the Alliance must be a leader in the development of new cooperative sectors that offer solutions to today's economic and social issues such as health, food security and financial inclusion. It must also monitor emerging trends and facilitate information sharing between members, notably action plans of national, regional and sectoral organizations. The Alliance must be a leader in this new collaborative and digital economy, in line with our democratic and cooperative values.

#### 3.3 DEVELOPMENT AND GROWTH:

The Alliance must be a catalyst for the growth of the cooperative movement and for job creation by, for instance, facilitating multi-sector business partnerships, stimulating and highlighting cooperative entrepreneurship, creating networking spaces (B2B), sharing best practices and developing new tools for intercooperative trade, financing and capital. Cross-sectoral intercooperation, as well as cooperation between large and small cooperatives, will be an important lever in developing and sharing technology tools.

## CRITICAL SUCCESS FACTORS

To carry out this program, with the support of the Board of Directors and senior management, the Alliance must have the necessary levers. The Alliance presidency, together with the Board of Directors and senior management, must define the strategic priorities, align the work of the management team and measure its performance with success indicators.

### HUMAN RESOURCES :

Qualified, highly driven employees and managers who have the resources they need to do their jobs, who are highly engaged and who work together with the national organizations are the foundation of my program's success.

### GOVERNANCE :

Pursuing the collaborative and matrix-based work to achieve solid and effective governance, with clear roles and responsibilities assigned to the regions, sectors and global office, will be another pillar of my program. This work must be completed with focused action plans and defined accountability mechanisms.

### FINANCE :

Increasing membership and income sources, particularly from national and international organizations (such as the UN, WB, IMF), will be necessary in order to carry out the program without placing an additional financial burden on its members, taking: example of the practices in some countries.

### SYSTEMS AND TOOLS :

In the digital age, the Alliance, the regions and the sectors must take advantage of new technologies to increase organizational and operational effectiveness. To this effect, it would be interesting to put more emphasis on the sharing of technology and tools between members and the Alliance, and to increase the exchange of services between members.

MONIQUE LEROUX

TOGETHER WITH YOU, I WISH  
TO WORK IN A CLIMATE OF TRUST  
AND INTERCOOPERATION.

For questions or comments, please don't hesitate to contact me at

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