

The Arbetsgruppen Playbook: A Strategic and Practical Guide to Establishing a National Umbrella Organisation for Muslim Student Associations in Sweden

Part 1: The Governance Compass: Aligning with International Principles

The establishment of a new national organization is a complex undertaking. The Arbetsgruppen's foundational task, before drafting any documents, is to establish the guiding principles of the organization. This 'Governance Compass' provides the framework for all subsequent decisions. The user's instinct to look to international standards is correct; the ISO 37000:2021 standard for the governance of organizations provides a universal, non-ideological, and expert-vetted starting point.

1.1 Defining Your 'Why': Governance as a System of Purpose (ISO 37000)

ISO 37000:2021 is a globally recognized guidance standard that offers principles for effective governance.¹ It is crucial to understand that this is a *guidance* standard, not a standard for certification.² This distinction is important; it is not a rigid set of rules to be audited but rather a "management framework"² designed to help organizations establish effective, ethical, and accountable systems.

The most critical contribution of the ISO 37000 model is that it "puts an organisation's

purpose at the centre".² For a new federation of 15-20 autonomous Muslim Student Associations (MSAs), this concept is the single most important organizing principle. The *purpose* is the strategic glue that will hold the members together. The task force's first and most essential action, therefore, is to lead the 15-20 member MSAs in defining and achieving consensus on this central purpose.

This purpose must serve as the "guiding light for all decision-making and operations".⁴ It must articulate the unique *value* the national body will create that the individual MSAs cannot achieve alone.² This "value creation" is the *raison d'être* of the new umbrella body.

The standard also provides an objective, external framework for establishing roles and accountability. It emphasizes "ethical leadership" ¹, "board accountability" ⁷, and "demonstrating governing oversight throughout the operation".⁴ This framework will be invaluable for the Arbetsgruppen in making the critical distinction between:

1. **Governance:** The role of the new national board. This involves strategic oversight, setting policy, ensuring financial health, and managing risk.⁸
2. **Management:** The operational work, which in this model will be carried out by two groups: a (potential) small national staff and, most importantly, the autonomous local MSAs themselves.

The ISO 37000 standard, therefore, serves as a *neutral tool* for the task force. It allows the Arbetsgruppen to facilitate the first, vital discussion with all 15-20 MSAs, moving the conversation away from "who will be in charge" and toward the more fundamental questions: "What is our collective purpose?" and "What value will this national body create for its members?"

1.2 Engaging Your Stakeholders

A core principle of ISO 37000 is "Stakeholder Engagement".¹ For a federated "association of associations," this is not a passive suggestion; it is the *primary mechanism of governance*. The new organization's legitimacy and success will depend entirely on its ability to identify, manage, and engage its stakeholders.

For the proposed national umbrella organization, the stakeholders are numerous and complex:

1. **Member Organizations:** The 15-20 constituent MSA boards, who will form the "polity" of the federation.
2. **Individual Members:** The thousands of individual Muslim students at each university, who are the ultimate beneficiaries and the "base" of the organization's mandate.

3. **Institutional Partners:** University administrations and other student bodies, such as local student unions and the national union, Sveriges Förenade Studentkårer (SFS).
4. **Community Partners:** Other Muslim organizations and federations in Sweden (such as Förenade Islamiska Föreningar i Sverige, FIFS)¹⁰ and interfaith councils.¹²
5. **State Actors:** Swedish government bodies and agencies that regulate non-profits (Skatteverket) or provide grants (e.g., MUCF - Myndigheten för ungdoms- och civilsamhällesfrågor).

The bylaws and organizational structure must create formal channels for engaging these groups. The Annual General Meeting (*årsmöte*) will be the primary formal mechanism for the member organizations. The new national board will require specific committees, policies, and roles (e.g., a Vice President of Student Affairs, as seen in FOSIS¹³) to manage relations with the other stakeholders.

This is not merely a matter of good practice. Academic research on Muslim organizations in Sweden¹⁴ and across Europe¹⁸ highlights that state-Islam relations are a complex, formal, and "institutionalized"¹⁶ field. The new organization will be entering this field as a significant new actor. Therefore, a robust, transparent governance model based on ISO 37000 principles⁷ is a *strategic necessity*. It is the primary tool for building legitimacy and enhancing "stakeholder trust and confidence"¹ with both internal members and external university and state partners.

Part 2: The Core Decision: Choosing Your National Organizational Model

With the guiding principles of *purpose* and *stakeholder engagement* established, the Arbetsgruppen faces its most critical technical decision: the legal and operational structure of the new national body. This choice will define the relationship between the national office and the 15-20 local MSAs.

2.1 The Spectrum of Association: Federated vs. Unitary Structures

Academic research demonstrates that national non-profit structures exist on a "continuum".²¹ This continuum ranges from loose "trade associations" (characterized by high local autonomy) to highly centralized "corporations" (characterized by high central control). The

"federation" model sits in the middle.²¹

Given that the user's brief is to create an "umbrella" for 15-20 *existing, autonomous* MSAs, the choice is fundamentally between two models:

1. **The Federated Model (Recommended):** This is a "network of independent, yet interconnected, entities".²² The 15-20 MSAs would remain separate legal entities. They would become the *members* of the new national organization. In this model, authority flows *upwards*: the member MSAs elect delegates, who attend a national assembly (*årsmöte*), which in turn elects the national board. This model is common for organizations like the United Way.²²
2. **The Unitary Model (Not Recommended):** This would involve creating a *single national corporation* with local "branches" or "chapters".²² To implement this, the 15-20 existing MSAs would likely have to dissolve and legally become part of the new, single entity. Authority flows *downwards*: the national board directs the activities of the local branches.

This choice is a direct expression of the organization's "organizational identity".²⁵ Academic literature²⁵ frames this as a choice between being a:

- **"Polity":** A political forum where autonomous members (the MSAs) come together to debate, set collective policy, and elect representatives (the *federated* model).
- **"Goal-Seeking System":** A single, centrally-managed entity driving a unified mission (the *unitary* model).

Given that 15-20 autonomous MSAs already exist, they will almost certainly demand a "polity" structure that respects their independence. Attempting to impose a unitary "goal-seeking" model would likely be met with resistance and fail. The task, therefore, is to design the most effective, stable, and high-value *federated model* possible.

2.2 Analysis of Advantages and Disadvantages

The task force must be able to present a clear-eyed analysis of this structural choice to the 15-20 MSAs. The primary challenge of a federated model is that the national office's role can be "misunderstood and undervalued".²⁶ Its success hinges on the national body providing a clear, tangible value proposition that local MSAs cannot achieve on their own.²²

A comparative analysis of the two models reveals the strategic trade-offs:

The Federated Model (Recommended)

- **Advantages:**

- **Local Autonomy:** Preserves the independence, governance, and leadership of the 15-20 member MSAs.²⁸
- **Responsiveness:** Allows for a quicker response to *local* needs and conditions on different university campuses.²⁸
- **Buy-In & Legitimacy:** The national body's authority comes directly from the members, ensuring their "buy-in" and participation.²²
- **Local Knowledge:** Easier to recruit local board members with specific, local knowledge.²⁸
- **Disadvantages:**
 - **Complexity & Conflict:** Federations are "by nature more complex".²⁶ They run a high risk of "role definition" confusion, "duplication of activities" ²⁶, and "internal competition" (e.g., for funding).²⁹
 - **Slow Decision-Making:** The need for consensus-building among autonomous members can lead to a "longer decision-making process".²⁸
 - **High Costs:** Can lead to higher management and back-office costs due to separate operations at national and local levels.²⁹

The Unitary Model (Not Recommended)

- **Advantages:**
 - **Efficiency:** A "single corporate organization" ²⁹ provides clear "economies of scale" ²⁴, centralizing finance, HR, and IT.
 - **Unified Voice:** Guarantees a "single voice in advocacy" ²⁷ and strong, consistent branding.
 - **Clarity:** The "top-down structure" ³⁰ provides absolute clarity on roles, responsibilities, and accountability.³¹
- **Disadvantages:**
 - **Loss of Autonomy:** Local chapters often feel "disconnected from the national group" ²⁷, and relationships become "strained".²⁷
 - **Bureaucracy:** Can create a heavy top-down bureaucracy that "topples the staff pyramid" ³³ and leads to burnout.³³
 - **Local Failure:** A centralized "headquarters" can misunderstand local needs, leading to project failure and frustration, as seen in the "Sustainable Communities - New York" case study.³⁴ A case study of Higher Achievement noted push-back from affiliates on centralized fundraising.²⁴

The following table summarizes these critical trade-offs, which the Arbetsgruppen can use in its consultations with the member MSAs.

Table 1: Comparative Analysis of Governance Models

Feature	Federated Model	Unitary Model
Member Autonomy	High. Local MSAs remain independent legal entities.	Low. Local MSAs become "branches" controlled by the national entity.
Decision-Making	Decentralized & Slower. Based on member consensus (a "polity").	Centralized & Faster. Based on national board directives (a "system").
Advocacy Voice	Coordinated. Can be powerful, but risks internal disputes.	Unitary. A single, consistent, and strong voice.
Branding	Variable. Local MSAs may have their own brand identity.	Consistent. National brand is mandated for all branches.
Resource Efficiency	Lower. Risk of duplicating back-office functions (finance, IT). ²⁹	Higher. "Economies of scale" from shared services. ²⁴
Local Engagement	High. Local leaders are empowered and responsive. ²⁸	Lower. Local offices can feel "disconnected". ²⁷
Primary Challenge	Demonstrating the national "value proposition". ²⁶	Managing bureaucracy and "disconnected" branches. ²⁷

Data derived from.²¹

2.3 Recommendation: A Hybrid 'Federated' Approach

The recommended path is a *hybrid federated model*. The organization must be legally structured as a *federation*, wherein the 15-20 local MSAs are the *sole* voting members. This is the only way to gain the necessary consensus and buy-in.

However, to overcome the classic "unique challenges" of a federation ²⁶, the national body

must adopt *unitary* characteristics by centralizing the *specific functions* that constitute its core "value proposition".²²

The Arbetsgruppen's *Purpose Workshop* (from Part 1.1) is the mechanism to achieve this. By getting the MSAs to agree on a *purpose* (e.g., "to provide a single voice to the government"), the task force can then get them to agree to *delegate* the *authority* for that single function.

This leads to a clear separation of powers:

- **Decentralized (Local MSA Control):**
 - All local campus events.
 - Local membership recruitment.
 - Local budgets and bank accounts.
 - Election of local MSA boards.
 - Local religious and social welfare activities.
- **Centralized (National Body Control):**
 - **National Advocacy:** All official relations with the Swedish government, political parties, and national media.³⁵
 - **National Branding:** Management of the national name, logo, and website.
 - **Shared Resources:** Creation and dissemination of "best-practice" guides (e.g., for finance, governance, event planning) for all members.
 - **Shared Technology:** (Optional) Providing a shared platform for member management or communication.²⁷
 - **National Fundraising:** (To be handled with care) Fundraising for *national-level* projects, while supporting local MSAs in their own fundraising.²⁴

This hybrid model avoids the "turf wars" ²⁶ by making the national body a *service provider* to the local MSAs, not a *ruler* over them.

Part 3: The Legal Foundation: Forming an 'Ideell Förening' in Sweden

Once the strategic model is chosen, the next step is its legal implementation. In Sweden, the appropriate legal form for a non-profit umbrella organization is the *ideell förening* (non-profit association).

3.1 Understanding the Swedish Non-Profit Association (Ideell

Förening)

This legal structure is unique. Unlike in many countries, there is no comprehensive civil law or "Nonprofit Corporation Act" that governs *ideell förening*.³⁶ The organization's legal status is "based on praxis"³⁶—meaning its requirements are established by legal custom and court precedent, not by detailed legislation.

An *ideell förening* is distinct from an *ekonomisk förening* (economic association), which is designed to promote the economic interests of its members.³⁶ The new umbrella organization will have a non-profit, or "ideal," purpose (*ideellt ändamål*).³⁶

Because its status is based on *praxis*, the requirements for an *ideell förening* to be recognized as a legal person (*juridisk person*) are minimal but absolute³⁶:

1. **Stadgar (Bylaws):** The association must have adopted a set of internal rules (*stadgar*).
2. **Styrelse (Board):** The association must have elected a board (*styrelse*) that can represent the association to third parties.³⁶

This legal context makes the *stadgar* (bylaws) *infinitely more important* than in other jurisdictions. The *stadgar* are not just a formality; they *are* the organization's entire internal legal code. Every potential issue—conflicts between members, removal of board members, dissolution of the organization—*must* be addressed in the *stadgar*, because there is no external law to fall back on for "default" rules.³⁶ The Arbetsgruppen's focus on finding robust templates is, therefore, the correct and necessary legal strategy.

3.2 The Formal Establishment Process (Step-by-Step)

The Arbetsgruppen's 1-year plan should be structured around culminating in this formal process. The steps are straightforward:

1. **Draft Foundational Documents:** The Arbetsgruppen drafts the proposed *stadgar* (bylaws) using the templates provided in Part 4 of this report.
2. **Convene the *Bildandemöte* (Formative Meeting):** The task force officially calls a meeting with designated, authorized representatives (delegates) from the 15-20 founding MSAs.
3. **Conduct the *Bildandemöte*:** At this formal meeting, the delegates must, at a minimum:
 - a) Formally vote to establish the new organization.
 - b) Vote to adopt the *stadgar* (bylaws).³⁶
 - c) Formally elect the first *styrelse* (board).³⁶

- d) Formally elect *revisor*er (auditors).³⁸
 - e) A formal protocol (minutes) must be taken and signed, documenting these decisions and who was present.
4. **Apply for an *Organisationsnummer*:** The newly elected board takes the signed minutes and the adopted *stadgar* and uses them to apply for a national organization number (*organisationsnummer*) from the Swedish Tax Agency (*Skatteverket*).³⁹ This is typically done using form SKV 8400, "Ansökan om organisationsnummer för ideella föreningar".³⁹
 5. **Achieve Legal Status:** Once *Skatteverket* approves the application and issues the *organisationsnummer*, the *ideell förening* is officially a legal person, capable of opening a bank account, signing contracts, and applying for grants.

Official guides from *Verksam.se*⁴¹ and *Skatteverket*³⁹ confirm this process.

Part 4: A Practical Toolkit: Core Document Templates

This section provides the "fixed templates" requested by the task force. They are presented as annotated guides, designed to be copied and adapted.

4.1 Charter for the 'Arbetsgruppen' Task Force

Before the Arbetsgruppen can formally establish the new organization, it must formalize *itself*. A charter is a simple document that defines the task force's purpose, authority, and lifespan, preventing internal confusion and providing a clear mandate to the 15-20 MSAs.⁴³

(Template Start)

CHARTER: THE NATIONAL MSA TASK FORCE (ARBETSGRUPPEN)

1. Team Purpose

The purpose of the Arbetsgruppen is to conduct the necessary research, consultation, and administrative work to prepare for the formal establishment of a national umbrella organization for Muslim Student Associations in Sweden.⁴⁴

2. Authority and Sponsorship

This task force is chartered by the consensus of the and acts with their delegated authority to prepare a formal proposal. All final decisions regarding the establishment of the new

organization rest with the member MSAs at the formative meeting (*bildandemöte*).

3. Lifespan

This charter shall be in effect from for a period of one (1) year, or until the first formal board (*styrelse*) of the new organization is elected and its first board meeting is convened, at which point the Arbetsgruppen will be dissolved.⁴⁴

4. Goals and Objectives

The primary objectives of the Arbetsgruppen are 45:

- To conduct research on international governance standards (ISO 37000) and academic best practices for federated non-profits.
- To research the legal requirements for establishing an *ideell förening* in Sweden.
- To conduct a stakeholder consultation with all member MSAs to define the purpose, aims, and value proposition of the new organization.
- To draft a full proposal for the new organization, including *stadgar* (bylaws) and operational policies.
- To convene and manage the *bildandemöte* (formative meeting) to formally establish the organization.

5. Roles and Responsibilities (Arbetsgruppen Members)

- : Lead, Governance & Bylaws
- : Lead, Stakeholder Consultation
- : Lead, Legal & Administrative
- : Lead, Policy Drafting
- : Secretary & Communications

(Template End)

4.2 Annotated Bylaws (Stadgar) for a National Federation

This is the core legal document. It is based on standard Swedish templates³⁷ but is specifically adapted for a *federated* model, borrowing heavily from the successful structure of *Landsrådet för Sveriges Ungdomsorganisationer (LSU)*.⁴⁷

(Template Start)

STADGAR FÖR [Organisationens Namn]

(Antagna vid bildandemöte den)

§ 1 ÄNDAMÅL (Purpose)

- **P 1.1:** Organisationens namn är [Namn på den nationella organisationen], härafter kallad "Organisationen".
- **P 1.2:** Organisationen är en religiöst och partipolitiskt obunden sammanslutning av muslimska studentföreningar vid svenska universitet och högskolor.
- **P 1.3:** Organisationens syfte är att (1) **representera** sina medlemmars intressen på nationell nivå, (2) **tjäna** sina medlemmar genom att tillhandahålla resurser och stöd, och (3) **före**na muslimska studenter i Sverige.
 - (Annotation: This "Represent, Serve, Unite" language is adapted directly from the successful FOSIS model⁴⁸ and clearly defines the 'value proposition'.²⁶ This must be aligned with the output of the Purpose Workshop.)
- **P 1.4:** Organisationen ska verka för sina medlemmars intressen gentemot universitet, myndigheter och i den allmänna debatten, samt främja en miljö för muslimska studenter att utvecklas akademiskt, andligt och socialt.

§ 2 SÄTE (Location)

- Organisationens styrelse har sitt säte i.³⁷

§ 3 MEDLEMSKAP (Membership)

- (Annotation: This is the most critical section for a federation. It defines 'who' is in charge. This model is adapted from LSU⁴⁷ and FOSIS.¹³ The 'member' is the *association* (the MSA), not the individual student.)
- **P 3.1:** Medlemskap i Organisationen är öppet för varje *ideell förening* vid ett svenskt universitet eller högskola vars primära syfte är att tjäna muslimska studenter (härefter "medlemsförening").
- **P 3.2: Fullvärdigt medlemskap (Full Membership):**
 - Fullvärdigt medlemskap kan beviljas av Årsmötet till en förening som uppfyller följande kriterier⁴⁷:
 1. Är en registrerad *ideell förening* med ett *organisationsnummer*.
 2. Har en demokratiskt vald styrelse.
 3. Har minst [t.ex., 20] betalande medlemmar.
 4. Har antagit stadgar som inte strider mot Organisationens stadgar.
- **P 3.3: Etableringsmedlemskap (Establishment/Associate Membership):**
 - Föreningar som strävar efter fullvärdigt medlemskap men ännu inte uppfyller alla kriterier kan av Styrelsen beviljas etableringsmedlemskap.⁴⁷
 - Etableringsmedlemmar har yttrande- och förslagsrätt på Årsmötet, men saknar rösträtt.⁴⁷
- **P 3.4: Rättigheter och Skyldigheter:**
 - Varje fullvärdig medlemsförening har rätt att³⁷:

1. Skicka [X] röstberättigade ombud (delegater) till Årsmötet.
2. Väcka motioner till Årsmötet.
- Varje medlemsförening är skyldig att ³⁷:
 1. Betala den av Årsmötet fastställda medlemsavgiften.
 2. Följa Organisationens stadgar och beslut.

§ 4 BESLUTANDE ORGAN (Decision-making Bodies)

- Organisationens beslutande organ är:
 1. Årsmötet (det högsta beslutande organet).³⁷
 2. Styrelsen (det högsta verkställande organet mellan Årsmöten).³⁷

§ 5 ÅRSMÖTET (The Annual General Meeting)

- **P 5.1:** Ordinarie Årsmöte (kongress) hålls årligen före. Kallelse ska utgå till medlemsföreningarna senast [X] veckor i förväg.³⁷
- **P 5.2: Rösträtt (Voting Rights):**
 - (Annotation: This is the core 'polity' decision.²⁵ The task force must choose a model.)
 - (*Alternativ 1: 1 Förening, 1 Röst*): Varje fullvärdig medlemsförening har en (1) röst på Årsmötet, som utövas av dess utsedda ombud.³⁸
 - (*Alternativ 2: Proportionell Röst*): Varje fullvärdig medlemsförening har ett (1) grundombud. Föreningar med fler än [t.ex., 100] medlemmar erhåller ytterligare ett ombud för varje påbörjat medlemsantal, dock max [t.ex., 5] ombud totalt.
- **P 5.3:** Vid ordinarie Årsmöte ska följande ärenden behandlas ³⁷:
 1. Val av ordförande och sekreterare för mötet.
 2. Fastställande av röstlängd.
 3. Val av justerare och rösträknare.
 4. Styrelsens verksamhetsberättelse och ekonomiska berättelse.
 5. Revisorernas berättelse.
 6. Fråga om ansvarsfrihet för styrelsen.
 7. Fastställande av medlemsavgift.
 8. Behandling av styrelsens propositioner och medlemmars motioner.⁴⁹
 9. Val av Ordförande för Organisationen.
 10. Val av övriga styrelseledamöter.⁵⁰
 11. Val av två revisorer.³⁸

§ 6 STYRELSE (The Board)

- **P 6.1:** Styrelsen ansvarar för Organisationens löpande verksamhet och förvaltning mellan Årsmöten.⁴⁷
- **P 6.2:** Styrelsen består av en Ordförande samt [t.ex., 6-10] övriga ledamöter, valda av Årsmötet på en mandattid av [t.ex., 1 eller 2] år.⁴⁷
- **P 6.3:** Styrelsen är beslutsamässig när minst hälften av ledamöterna är närvarande.³⁷

§ 7 FIRMATECKNING (Right to Sign)

- Organisationens firma tecknas av Ordföranden och Kassören, var och en för sig, eller på annat sätt som styrelsen beslutar.³⁷

§ 8 STADGEÄNDRING OCH UPPLÖSNING (Amendments & Dissolution)

- **P 8.1:** För ändring av dessa stadgar krävs beslut av ett Årsmöte med minst 2/3 majoritet av de avgivna rösterna.³⁸
- **P 8.2: Upplösning (Dissolution):**
 - (Annotation: A dissolution clause is required by law and for tax-exempt status.⁵¹)
 - För upplösning av Organisationen krävs beslut vid två på varandra följande Årsmöten, varav ett ordinarie, med minst 3/4 majoritet vid det senare mötet.⁵²
 - Vid upplösning ska Organisationens eventuella tillgångar, efter att skulder betalats, tillfalla en annan organisation med ett liknande, allmännyttigt ändamål, enligt Årsmötets beslut.⁵¹ Tillgångarna får inte fördelas till medlemsföreningarna.⁵²

(Template End)

4.3 Essential Operational Policies

The *stadgar* (bylaws) are the *law*, while policies are the *operational procedures* of the board. The new board's first action should be to adopt a "Policy Pack".⁵³ The following templates are essential for non-profit integrity.

(Template 1: Conflict of Interest Policy)

- **Purpose:** To protect the organization's interest when contemplating a transaction that might benefit the private interest of an officer or director.⁵⁴
- **Key Definitions:**
 - **Interested Person:** Any director, officer, or member of a committee with board-delegated powers who has a direct or indirect "Financial Interest".⁵⁴
 - **Financial Interest:** Having (directly or indirectly, through business, investment, or family) an ownership/investment interest or a compensation arrangement with any

entity the organization is dealing with.⁵⁴

- **Procedure:**
 1. **Duty to Disclose:** All Interested Persons must annually disclose known interests and update them as they arise.
 2. **Determining a Conflict:** The board determines if the disclosed Financial Interest constitutes a Conflict of Interest.
 3. **Procedure for Addressing:**
 - The Interested Person must leave the room during the discussion and vote.
 - The board shall investigate alternatives to the proposed transaction.
 - The board shall approve the transaction only if it is in the organization's best interest.

(Template 2: Code of Conduct)

- **Purpose:** To define the ethical standards for all board members, staff, and volunteers.⁵³
- **Key Provisions:**
 - **Mission:** All members will act in service of the organization's *Ändamål* (Purpose) (§1 of bylaws).
 - **Compliance:** All members will comply with all national and local laws and the organization's *stadgar* and policies.
 - **Confidentiality:** Members will respect the confidentiality of information related to board meetings and members.
 - **Respect:** All interactions with fellow members, staff, and stakeholders will be conducted with professionalism and respect.
 - **Use of Assets:** Organizational funds and assets may only be used for legitimate organizational purposes.

(Template 3: Financial Policies and Procedures Manual)

- **Purpose:** To establish sound financial guidelines to promote prudent fiscal management and ensure compliance.⁵³
- Key Sections⁵³:
 - **Annual Budget:** The board is responsible for reviewing and adopting an annual budget.
 - **Cash Receipts:** All funds received must be deposited in the organization's official bank account within [X] days.
 - **Cash Disbursements:** All expenses must be approved by the. Non-budgeted expenses over [X kronor] require full board approval.
 - **Expense Reimbursement:** Board members and staff may be reimbursed for pre-approved, reasonable expenses incurred for organizational business, upon submission of a valid receipt.⁵³
 - **Annual Audit/Review:** The board shall ensure the *revisorer* (auditors) elected at the *årsmöte* have access to all financial records for their annual review.⁵³

Part 5: Benchmarking & Case Studies: Learning from Peer Federations

The Arbetsgruppen's goal to replicate best practices is best served by analyzing existing, successful federations. The strategic task is to *embed the mission and identity* of an organization like the Federation of Student Islamic Societies (FOSIS) *into the legal and governance structure* of a Swedish federation like Landsrådet för Sveriges Ungdomsorganisationer (LSU) or Sveriges Förenade Studentkårer (SFS).

5.1 The Swedish Student Federation Model: SFS and LSU

Sveriges Förenade Studentkårer (SFS)

- **Model:** SFS is a "sammanslutning" (association) of student unions at Sweden's universities and colleges.⁵⁷
- **Governance:** The *Fullmäktige* (General Assembly) is the highest decision-making body.⁵⁸ The national *Styrelse* (Board), including the presidium, is elected directly by the *Fullmäktige*.⁵⁰ This is the classic "polity" model.
- **Key Lesson (Governance):** The SFS model demonstrates a working "polity" where delegates from member unions (the MSAs, in the user's case) meet, submit motions⁴⁹, debate, and make decisions by open majority vote.⁶⁰ This is the model for the *årsmöte* in action.

Landsrådet för Sveriges Ungdomsorganisationer (LSU)

- **Model:** LSU is the "samarbetsorgan" (cooperation body) for Swedish youth organizations.⁴⁷
- **Governance:** The *Årsmöte* (Annual Meeting) is the highest body.⁴⁷
- **Key Lesson (Membership):** LSU's *stadgar* (bylaws) provide a sophisticated and directly replicable model for managing a federation's membership.⁴⁷ The key innovations to adopt are:
 1. **Objective Criteria:** LSU has clear, objective criteria for "full-value members" (*Medlemsorganisationer*), including democratic structure, human rights adherence, minimum member count (1,000 members), geographic spread (5 counties), and an age requirement (60% under 26).⁴⁷ The new MSA federation should define its own (simpler) objective criteria (e.g., must be an *ideell förening*, must have 20+

members).

2. **Membership Tiers:** LSU has a "feeder" category called *Etableringsmedlemmar* (Establishment Members).⁴⁷ This allows new or small organizations to join, participate, and receive support *before* they meet the criteria for full voting rights. This is a perfect solution for the new MSA umbrella to support emerging MSAs at smaller universities.

5.2 The International Parallel: FOSIS (UK)

The Federation of Student Islamic Societies (FOSIS) in the UK and Ireland is the closest international parallel.⁶² It provides a clear model for the *mission* and *value proposition* of the new Swedish organization.

- **Aims (The "Why"):** FOSIS's mission is "to strengthen society by fostering a God-conscious and nurturing environment for Muslim students".⁶³ Its central aims are "1) To represent Muslim students. 2) To serve Muslim students. 3) To unite Muslim students".⁴⁸ This three-part mission is clear, powerful, and easily adapted for the §1 (Ändamål) of the new organization's *stadgar*.
- **Services (The "Value Proposition"):** FOSIS demonstrates *how* to provide value to local Islamic Societies (ISocs) ⁶⁵:
 1. **Advocacy & Representation:** Representing student interests to the government on policy (e.g., counterterrorism) ³⁵, engaging with national media ⁶², and providing guides to universities on Muslim student needs (e.g., for Ramadan).⁶⁶
 2. **Development & Service:** Providing resources, guides, and training to local ISoc committees to help them function effectively.⁶⁵
 3. **Activism & Unity:** Facilitating "faith-founded activism" ⁶³ and national campaigns (like "Charity Week") that unite local MSAs in a common, positive-impact project.⁶⁷

5.3 The Swedish Muslim Umbrella Context: FIFS

The new organization will not be the first national Muslim federation in Sweden. Förenade Islamiska Föreningar i Sverige (FIFS), founded in 1973, is the oldest such organization.¹⁰ This existing landscape provides both context and a potential pathway. Organizations like FIFS and Sveriges Muslimska Råd (SMR) ⁶⁸ are key actors in the "institutionalization of state-Islam relations" in Sweden.¹⁶ They are the bodies that the government consults and which receive

state grants for faith communities.¹⁰

The key lesson is that the new MSA organization *must* be aware of this existing landscape. It will need to define its niche (specifically *students* and *higher education*) and its relationship with these established bodies. This context also highlights the importance of establishing a robust, democratic governance structure from day one; such a structure is a prerequisite for the kind of public legitimacy and state support that these other organizations have achieved.¹⁰

The following table synthesizes the lessons from these case studies.

Table 2: Peer Federation Governance Comparison

Feature	FOSIS (UK & Eire)	LSU (Sweden)	SFS (Sweden)
Highest Body	Annual Council Meeting	Årsmöte (Annual Meeting)	Fullmäktige (General Assembly)
Membership (Who joins?)	Student Islamic Societies (ISocs) ¹³	Children's & Youth Organizations ⁴⁷	Student Unions (<i>studentkårer</i>) ⁵⁷
Membership Criteria	Bona-fide student organization ¹³	Highly detailed criteria (size, age %, etc.) ⁴⁷	Must be a recognized student union at a university.
Voting Structure	(Not specified in text)	One vote per full member organization ⁴⁷	Delegates from member unions ⁴⁹
Board Election	Elected by Council ¹³	Elected by Årsmöte ⁴⁷	Elected by Fullmäktige ⁵⁰
Key Aims	"Represent, Serve, Unite" ⁴⁸ ; Faith-inspired activism ⁶³	Strengthen youth associations; advocacy; leadership development ⁴⁷	Represent students in higher education policy ⁵⁷

Data derived from.¹³

Part 6: Strategic Recommendations and 12-Month Implementation Roadmap

This report provides the principles, legal frameworks, and templates for the Arbetsgruppen to succeed. This final section presents a concrete, 4-quarter action plan to guide the task force from its current state to a legally established national organization within its one-year timeline.

Quarter 1: Foundation & Vision (Months 1-3)

1. **Formalize the Task Force:** The Arbetsgruppen's first action is to formally adopt the **"Task Force Charter" (from Part 4.1)**.⁴³ This act establishes its authority, internal roles, and mandate.
2. **Conduct "Purpose Workshop":** The Arbetsgruppen convenes representatives from all 15-20 MSAs for a foundational workshop. The goal is to define the "Purpose, Aims, and Value Proposition" of the new organization, using **ISO 37000 (Part 1.1)**⁴ and the **FOSIS "Represent, Serve, Unite" (Part 5.2)**⁴⁸ models as a guide.
3. **Draft Initial Stadgar:** Based on the workshop's outcomes, the task force drafts the first version of the *stadgar* (bylaws). It is strongly recommended to use the **Annotated Bylaws Template (Part 4.2)**, which is built on the robust *ideell förening* structure³⁷ and incorporates the advanced membership model from **LSU (Part 5.1)**.⁴⁷

Quarter 2: Consultation & Ratification (Months 4-6)

1. **Circulate and Consult:** The draft *stadgar* are circulated to all 15-20 MSAs for feedback. This is a critical act of **Stakeholder Engagement (Part 1.2)**.¹ The task force should host virtual meetings to walk members through the document, especially the strategic choices in **§3 (Membership)** and **§5 (Voting)**.
2. **Debate and Refine:** The task force convenes a national meeting (virtual or physical) to debate the draft. The key is to build consensus and ensure the final document reflects the "polity"²⁵ the members want.
3. **Finalize Bylaws:** The Arbetsgruppen integrates all feedback and produces a final, consensus-based *stadgar* document to be presented for a formal vote.

Quarter 3: Formal Establishment (Months 7-9)

1. **Call the *Bildandemöte*:** The task force sends a formal, official notice to all founding MSAs, calling them to the *Bildandemöte* (Formative Meeting) at a specific time and place.
2. **Conduct the *Bildandemöte*:** The task force runs the formal meeting as outlined in **Part 3.2**. The agenda is fixed: 1) Vote to establish. 2) Vote to adopt the *stadgar*.³⁶ 3) Elect the first *Styrelse* (Board).³⁶ 4) Elect *Revisor* (Auditors).³⁸ A formal protocol (minutes) is taken.
3. **Legal Registration:** The newly elected board holds its first meeting. At this meeting, it appoints *firmatecknare* (signatories)³⁷ and formally submits **Form SKV 8400** to *Skatteverket* to obtain the *organisationsnummer*.³⁹

Quarter 4: Operational Launch (Months 10-12)

1. **Adopt Operational Policies:** The new board's first operational task is to adopt the "**Essential Operational Policies**" Pack (**Part 4.3**).⁵³ This immediately establishes integrity and accountability through Conflict of Interest, Code of Conduct, and Financial policies.
2. **Deliver the Value Proposition:** The board begins its work, focusing on delivering the "value proposition" defined in Q1.²⁶ This may include building a national website, opening formal communication with university administrations or government bodies⁶⁹, and planning the first *ordinary årsmöte* for the following year.
3. **Dissolve the Task Force:** Upon the successful operational launch by the new board, the Arbetsgruppen's mandate formally ends. Its members are discharged, their mission complete.⁴⁴

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