



Make-A-Wish Foundation® International Affiliate Policies

Updated January 2023

Make-A-Wish Foundation International
worldwish.org

Affiliate Policies
Updated January 2023



AFFILIATE POLICIES

Governance

Affiliates shall adhere to the highest legal and ethical standards, protecting the name, reputation, and intellectual property of the Make-A-Wish Foundation, ensuring sound nonprofit management and governance, and maintaining positive relationships within the Make-A-Wish Foundation network.

Affiliates shall adhere to the Code of Ethics and Good Conduct (<https://ourcode.worldwishnetwork.com>), and the Diversity & Inclusion statement of International (<https://www.worldwish.org/history>).

Wish Granting

Affiliates shall grant one wish of the highest quality for each eligible and referred child in their territory to offer the wish child an impactful life-changing experience. The Wish Journey shall be implemented throughout the Make-A-Wish community.

Safeguarding and Child Protection

All Make-A-Wish beneficiaries i.e. children and young people benefit from our services safely and appropriately, and are treated with respect and understanding.

All reasonable steps are taken to safeguard and protect the rights, health and well-being of children and young people who take part in activities organized by Make-A-Wish. All staff and volunteers will be trained on Safeguarding and Child Protection policies and practices to protect our beneficiaries, the wish children.

Staff & Volunteers

Affiliates shall implement sound human resource practices in order to ensure recruitment of high quality volunteers and professional staff, proper management, training and recognition of staff and volunteers.

Financial Management

Affiliates shall implement and maintain sound financial controls, accounting policies and procedures, and asset management policies and procedures that promote good stewardship and help ensure fiscal viability.

Such policies and procedures shall be reviewed by the Affiliate Board annually. Audits shall be performed by reputable independent firms and reviewed by the Board annually.

Marketing and Communications

Affiliates shall protect the Make-A-Wish marks and follow the Global Brand Identity Standards. Affiliates will internally and externally communicate according to the values of Make-A-Wish International.

Fundraising

Affiliates shall establish and implement fundraising activities that are ethical, constituent sensitive and consistent with the mission in order to create growing capacities and resources.



OUR MISSION, VISION, AND VALUES

Our Mission

Together, we create life-changing wishes for children with critical illnesses.

Our Vision

To grant the wish of every eligible child.

Our Values

Child Focus: We always put wish children first.

Integrity: We are honest, transparent and respectful.

Impact: We deliver life-changing work.

Innovation: We are bold, imaginative and creative.

Community: We are a diverse group of people working together towards a common goal.

POLICY SECTION I: OPERATIONAL MANAGEMENT

1. Reporting

- OM 1.1** *APD Input*. Affiliates shall complete the online Affiliate Performance Database as required by the International Office. ([See Guidelines](#))
- OM 1.2** *Updates*. Affiliates shall ensure the accuracy of their affiliate information (e.g. address, contact details, board and staff) in Affiliate Performance Database by timely informing the International Office when changes occur.

2. Office Records

- OM 2.1** *Document Retention*. Affiliates shall maintain all original wish files including parents forms, medical eligibility forms, personnel files, volunteer files, financial files, donor files, board minutes and any other compulsory documents as determined by the International Office in the Affiliate's office or other facility controlled by the Affiliate in accordance with the requirements of their territory. ([See Guidelines](#))
- OM 2.2** *Compliance with Applicable Laws*. Affiliates shall ensure compliance with all of their local, regional, and national laws. This includes ensuring compliance with national data protection laws and regulations and the Framework Agreement on the sharing of personal data throughout the Make-A-Wish network. Affiliates shall maintain the confidentiality of donor, volunteer, personnel and wish family information, and shall not disclose any such information to anyone outside Make-A-Wish Foundation International without the prior written permission of the affected individual or entity, unless otherwise required by applicable law.



OM 2.3 Permanent Documents. Affiliate shall permanently maintain the following Affiliate-related documents, files, and records in the Affiliate's offices:

- a. All Affiliate governing documents;
- b. Affiliation and Licensing Agreement between Affiliate and Make-A-Wish Foundation International;
- c. All required tax returns;
- d. All financial statements;
- e. All current contracts and leases; and
- f. All minutes of all meetings of the board of directors and committees.
- g. All Audits

OM 2.4 Background Check. Affiliates shall have a policy and conduct background checks or reference checks for each board of director member, staff, and volunteer of the affiliate. ([See Guidelines](#))

OM 2.5 Criminal History. Affiliates shall not employ or utilize as a volunteer any individual who has been convicted of a crime that (a) victimizes children, (b) is sexual in nature, or (c) involves violence, fraud, or significant theft.

OM 2.6 Suspected Fraud. Affiliates shall notify the International Office immediately upon discovery of any instance(s) of fraud or suspected fraud, or other financial improprieties, involving themselves or Make-A-Wish Foundation International or any related entities.

3. Insurance

OM 3.1 General Liability Insurance. Affiliates shall have an appropriate level of general liability insurance to protect the organization and when available, D&O (Director & Officer) insurance. ([See Guidelines](#))

4. Miscellaneous

OM 4.1 Chief Executive Vacancy / Search

- If an Affiliate's Executive Director/CEO leaves the Affiliate for any reason, the Affiliate Board of directors shall notify the International Office immediately.
- Each Affiliate should publicly advertise the opening or vacancy and/or use a head hunter for the Executive Director/CEO vacancy/search to ensure the best possible pool of candidates for consideration.
- Make-A-Wish aims to recruit the best possible leadership, and as such, the Executive Director/CEO should ideally be a fulltime position remunerated at appropriate industry standards to attract candidates of the highest caliber.
- Each Affiliate shall utilize a clear position description with clear KPIs and performance criteria. The position description shall conform to local best practices and legal employment requirements. The International Office can provide assistance with position descriptions and appointment criteria.



- The International Office retains the ability and right to appoint a representative to interview prospective candidates for the position of Executive Director/CEO and the International Office has the right to approve the hiring of the Executive Director/CEO, which right shall mean and include the right to veto the hiring of the Executive Director/CEO.
- Each Affiliate shall create a succession plan for the Executive Director/CEO position.
- Each Affiliate shall require a probationary period for the Executive Director/CEO as per local employment legislation. ([See Guidelines](#))
- The International Office has the right and ability to appoint one or more representatives to conduct an exit interview of any affiliate Executive Director/CEO who is leaving the position.”

OM 4.2 *Fluency in English.* Each Affiliate shall ensure that its CEO is able to communicate in English (both written and spoken).

OM 4.3 *Priority Level assistance to Affiliates.*

All Affiliates will be supported by the International Office to achieve the mission. International will advise Affiliates on ways to improve their performance. If the International Office determines that an Affiliate needs more support, it has the right to become involved. If the Affiliate does not cooperate with the International Office, the Affiliate will be placed on Priority Level status by the Affiliate Development & Support Committee and/or the International Board of Directors. If the International Office or the International Board determines in its sole discretion that an Affiliate, or any of the Affiliate’s Board members, has made statements or engaged in conduct or behavior that might subject Make-A-Wish, the Make-A-Wish brand or the Make-A-Wish marks to disrepute, disgrace, shame or dishonor, or that is contrary to the Mission, Vision and Values of Make-A-Wish, or that affects the morale or proper functioning of the Affiliate, the International Board and/or the ADS Committee shall have the right to take all appropriate steps to stop all such conduct and behavior and immediately place the Affiliate in Priority Level status. The International Board and/or the Affiliate Development & Support Committee have the authority to set the actions required of the Affiliate under Priority Level status.

Priority Level status includes attending Affiliate Board meetings, receiving Board minutes, undertaking regular site visits, engaging in more frequent contact with the Affiliate CEO and Chair, receiving information promptly and arranging for a third party consultant to provide services if considered beneficial. ([See Guidelines](#))

Other guidelines

The following guidelines are generally useful for Affiliate operations: (all policies)

- a) ***Contact Number.*** Affiliates shall maintain a telephone number that is answered exclusively in the name of Make-A-Wish or its approved translation. An answering machine or service identifying the Affiliate shall be used outside of regular office hours.



- b) Emergency Contact System. Affiliates shall provide an emergency contact number for wish volunteers and wish families, which is answered by a Make-A-Wish employee or volunteer on a 24-hour a day basis.
- c) Address. Affiliates shall post the physical street address of the location where the Affiliate conducts business on all marketing and informational material including websites.

POLICY SECTION II: FINANCIAL MANAGEMENT

1. Audits

- FM 1.1 Annual Audit**. Affiliates shall have an independent annual audit of the Affiliate's books and records performed on an annual basis by a qualified accountant. The auditors' signed report and audited financial statements shall be provided promptly to the International Office, by uploading the document on the APD portal or by email to the Finance department (accounting@worldwish.org). ([See Guidelines](#))
- FM 1.2 Financial Record Keeping**. Affiliates shall record all financial transactions on the accrual method of accounting in accordance with International Accounting Principles applied on a consistent basis.
- FM 1.3 Board Conference with External Auditors**. Each Affiliate shall ensure that its board of directors, or a board designee, has the opportunity to confer with its external auditors, within a reasonable time following completion of the Affiliate's annual audit. The fact that such a conference occurred shall be reflected in the minutes of the next board of directors meeting.

2. Disbursements

- FM 2.1 Signature Authority**. Affiliates shall not permit any individual with signatory authority to issue a payment to himself or herself or a family member, with the exception of a regular payroll check.

3. Bank Accounts

- FM 3.1 Authorization**. Affiliates shall only have bank accounts and credit cards authorized by its board of directors. ([See Guidelines](#))
- FM 3.2 Signatories**. Affiliates shall only allow individuals approved by its board of directors to have signatory authority on cash accounts, convertible instruments, credit cards, and lines of credit.



FM 3.3 Reconciliation. Affiliates shall ensure that bank statements are reconciled on a monthly basis and reviewed by an individual other than the preparer on a monthly basis. Evidence of this review (date and initials) shall be maintained with the reconciliation.

4. Investments

FM 4.1 Ownership. Affiliates shall ensure that all investment instruments held by the Affiliate are held solely in the name of the Affiliate.

FM 4.2 Board of Directors Approval. Affiliates shall only invest in financial instruments approved by the board of directors.

FM 4.3 Real Estate Acquisitions. When Affiliates have financial reserves, they should have a policy that states how the reserves can be used. The policy should be based on transparency and responsibility, acknowledging that the financial reserves consist of money given by sponsors and donors meant to realize the mission of Make-A-Wish. For these reasons, if an Affiliate is considering purchasing real estate property, it must first discuss that decision with the International Office. Purchase of real estate is not seen as best practice.

The risk profile of the savings and investments portfolio has to be low and conservative. The annual report should contain information on the savings and investments portfolio.

5. Financial Oversight

FM 5.1 Loans. Affiliates shall not loan or grant funds to other Affiliates or organizations without the prior written approval of the International Office. Affiliates shall not make loans or advances of Affiliate funds for personal use, or otherwise allow the personal use of Affiliate resources.

FM 6.2 Expense Review. Affiliates shall ensure that they have a process for the approval of spending expenses and expense claims of Board members and the chief executive staff person.

FM 6.3 Gifts. Affiliates shall prohibit employees, Board members, volunteers, and their immediate families or cohabitants from accepting anything of more than nominal value (e.g. \$75 US) from vendors or others doing or seeking to do business with the Affiliate, unless such item(s) is accepted on behalf of the Affiliate for Make-A-Wish purposes.

(Proposed action is to make these guidelines become policies)

a) Secure Storage. Affiliates shall ensure that cash kept in the Affiliate office is locked and secure at all times.

b) Petty Cash. All disbursements from petty cash must be supported by appropriate documentation (e.g., invoice, receipt, purchase order, etc.).



- c) Receipt of Cash Donation. Affiliates shall ensure donations of currency are receipted immediately.
- d) Counting Cash. Affiliates shall ensure cash collected at events is counted in the presence of at least two individuals and recounted upon delivery to the office or bank.
- e) Disbursement Limits. Affiliates shall define, in writing, the currency value limit for which any individual with signatory authority may issue a disbursement. Any disbursement above this currency limit shall require authorization from two designated individuals.
- f) Review of Invoices. Affiliates shall have written procedures to ensure all invoices are reviewed for accuracy and approved prior to payment.
- g) Itemized Records. Affiliates shall maintain itemized revenue and expense records for all affiliate-managed events.

POLICY SECTION III: GOVERNANCE

GV 1.1 Size. Affiliates shall maintain a Board of directors with at least 7 voting members.

GV 1.2 Hiring of Executive Director/CEO. The Affiliate Board is responsible for hiring an Executive Director/CEO to run the day to day operations of the Affiliate. The Executive Director/CEO must be able to speak English. The Affiliate Board shall give the International Office the opportunity to interview and approve the Executive Director/CEO prior to their hiring. (See O.M 4.1)

GV 1.2 Compensation and Expenses. Affiliates shall not compensate members of the Board of directors for their service to the Affiliate, except for reimbursement of reasonable and necessary expenses incurred in connection with affiliate activity that are reviewed and approved prior to payment.

GV 1.3 Terms.

Each Affiliate shall set term limits for its Board of directors giving consideration to local laws. If a board member serves six consecutive years, (s)he shall take at least a one-year leave of absence as a Board member. Each Affiliate shall inform the International Office of its term limits as soon as such term limits have been approved by the Affiliate's Board.

It is recommended that the entire Board of directors not be elected at the same time, but rather over a cycle or series of years, with a third of the Board up for election each year, so as to ensure a staggered rotation and a consistency of governance.



Each Affiliate shall create a succession plan for its Board of directors.

Each Affiliate shall implement a plan to annually assess the performance and accountability of its Board of directors. It is expected that each Affiliate Board will hold the Affiliate leadership accountable for meeting its short term and long term goals. ([See Guidelines](#))

The Affiliate Development and Support Committee has the right and ability to appoint one or more representatives to conduct an exit interview of any member of the Board of directors of an affiliate who is leaving the position.

GV 1.4 Maximum terms for Board members

It is recommended that, for good governance purposes, each Affiliate sets a maximum term of service for Board members (e.g. a maximum term of 10 or 12 years), in order to bring in fresh ideas, profiles and ensure the sustainability and excellence of the Affiliate past its current directors. This is in line with many charity supervisory authority practices. To this end:

Affiliates who have been in existence for over 10 years, must have a policy on a maximum term of service for its Board members.

GV 1.5 Composition.

- Each Affiliate shall maintain a skills-based Board of directors appropriate to the Affiliate's growth stage.
- When recruiting Board directors, the Affiliate should ensure that principles of diversity and inclusion are taken into account, so as to be representative of all constituents of the community as far as possible.
- Directors are expected to contribute their 3Ts (Time, Talent and Treasure) to the Affiliate.
- In order to ensure that Board members have the above characteristics, the Affiliate shall promptly inform the International Office when a new Board member is being recruited, and allow enough time so that the President & CEO of the International Office can meet with the candidate, if requested, before final appointment.
- The Board of directors should appoint a Chair, Vice-chair, Secretary and Treasurer as these are key officer positions.
- The Board of directors shall appoint a qualified medical professional, attorney and accountant to serve as external advisors to the Board of directors.
- Members of the Board of directors shall not be immediate family to any of the Affiliate's staff ("immediate family" includes a spouse or significant other, parent, child, sibling, parent-in-law, sister or brother-in-law, and daughter or son-in-law.)
- An Affiliate Board member cannot be an Affiliate officer or staff member at the same time, i.e. (s)he cannot occupy two positions in the Affiliate, even if there is no remuneration involved. Exceptions must be approved by the Affiliate Development & Support Committee.



In such case, the Board member shall not take part in any decisions affecting his/her staff position, in order to avoid conflict of interest issues.

- An Affiliate Board and an Affiliate assembly or association shall not have two or more immediate family members as voting members.

GV 1.6 Minutes. Affiliates shall ensure that the minutes of Board of director meetings are approved by the Board of directors.

GV 1.7 Governing Documents. Affiliates shall obtain written approval of all Affiliate governing documents (i.e. articles of association, articles of incorporation and bylaws, trust deeds, etc.) from the International Office; in addition, Affiliates shall obtain written approval from the International Office prior to adopting or filing any amendment(s) to such documents.

GV 1.8 Annual General Meeting Attendance. Affiliates shall ensure that a representative for the Affiliate is present at the International Annual General Meeting (in person, by electronic means or telephone). Each Affiliate shall ensure that its representative is able to understand and speak English.

GV 1.9 Affiliate Disputes. An Affiliate(s) shall not institute or maintain a legal action or proceeding against another Affiliate in any court or before any governmental agency or tribunal but may resolve all disputes with another Affiliate(s), regardless of the nature of the dispute or the relief sought, by mediation/arbitration as determined by the International Office.

GV 1.10 Strategic Plan. Affiliates shall develop, and thereafter annually assess and modify as appropriate, a viable strategic plan. The strategic plan should state the Affiliate's goals and objectives in key areas (including, at a minimum, wish granting, volunteer recruitment and volunteer management, financial projections, professional staffing, fundraising, marketing and board development) as well as specific strategies and/or action steps designed to achieve those goals and objectives. The Affiliate shall provide its strategic plan to the International Office as soon as this has been approved by the Affiliate Board.

GV 1.11 Annual Budget and Annual Activity Plan. Affiliates shall prepare, and present to the Affiliate Board for approval before the start of the fiscal year, an annual budget and annual activity plan that reflects thoughtful consideration of all income and expenses that can reasonably be expected in the coming fiscal year. The Affiliate shall provide its annual budget and annual activity plan to the International Office when this has been approved by the Affiliate Board.



POLICY SECTION IV: WISH GRANTING

1. Wish Eligibility and Wish Journey process

WG 1.1 Age. Affiliates shall grant a wish for each eligible child within the Affiliate's designated territory who at the time of application is at least three years of age and has not yet reached his/her 18th birthday. Wishes must be granted prior to the child's 21st birthday. ([See Guidelines](#))

WG 1.2 Medical Eligibility. Affiliates shall rely on the child's physician or the Affiliate's medical advisor for all determinations regarding the child's medical eligibility and medical needs relating to the wish.

WG 1.3 Prior Wishes. Affiliates shall not grant a wish to a child who the Affiliate has determined to have previously received a wish from any wish-granting organization. ([See Guidelines](#))

WG 1.4 Travel Insurance. Affiliates shall ensure that wish families who are travelling outside the Affiliate's territory for wish travel are covered by adequate travel insurance. ([See Guidelines](#))

If pre-existing medical conditions cannot be covered by an insurance policy, the originating Affiliate is financially responsible. The assisting Affiliate will assume a coordination role.

WG 1.5 Wish Travel Medical Approval. Affiliates shall ensure that wish children and any wish participant with a pre-existing medical condition receive documentation not more than thirty (30) days prior to wish travel from the treating physician stating that the individual is medically fit to travel.

WG 1.6 Vehicle Rental Insurance. Affiliates shall ensure that at least the following insurance coverage is provided or purchased when a vehicle rental is used on a wish.

Required coverage shall include:

- individuals in the rental vehicle,
- rental vehicle itself,
- individuals involved in the accident outside the rental vehicle (if applicable),
- other vehicles involved in an accident (if applicable)

WG 1.7 Wish Journey

Each Affiliate shall implement the Wish Journey process, in order to build up the resilience of the wish children while they are coping with their medical condition. This includes the phases of Wish Capture, Wish Design, Wish Anticipation, Wish Realization and Wish Effect.



The Affiliate program staff shall participate in workshops, trainings and presentations that are provided by the International Office on the Wish Journey (in particular the Wish Toolkit), in order to share best practices and use the most recent resources and materials.

WG 1.8 Volunteer Management

Volunteers must be professionally supervised and supported by the Affiliates, through regular communications, training and other means (internal portal, recognition programs, etc).

The Affiliate volunteer managers shall participate in workshops, trainings and presentations that are provided by the International Office (in particular the Volunteer Management Toolkit), in order to share best practices and use the most recent resources and materials.

There must be a minimum of two people in any activity planned by the Affiliate – Wish Journey, fundraising, events, etc. This is to ensure the safety of our volunteers and to prevent fraud or other suspicions.

WG 1.9 Safeguarding policies, practices and training

Affiliates will ensure compliance with their own country's legislation on Safeguarding and Child Protection. All volunteers and staff who are in contact with our beneficiaries, the wish children, will be trained in Safeguarding and Child Protection policies and practices.

2. Required Forms and Documentation

WG 2.1 Wish Forms. Affiliates shall not grant a wish prior to the completion of the following forms, in the most current version provided by, or approved by, the International Office: Wish Application, Medical Eligibility Form, Parents Form and Consent to Privacy Policy document.

Affiliates in early founding status must also complete the Wish Authorization Form (see [Guidelines](#)).

WG 2.2 Medical Eligibility Form. Affiliates shall require a completed Medical Eligibility Form, as approved by the International Office, to determine medical eligibility. The Medical Eligibility Form may be signed by hospital professionals involved with the child's treatment or the Affiliate Medical Advisor.

WG 2.3 Medical List Modification. Affiliates shall not amend the eligibility criteria on the Medical List.

WG 2.4 Medically Ineligible Children. Affiliates shall maintain documentation for every referred child who has been deemed medically ineligible by his or her physician.

3. Appropriate/Inappropriate Wish Requirements

WG 3.1 Firearms and Weapons. Affiliates shall not permit the gift or use of firearms in the wish experience.



WG 3.2 Gifts of Money. Affiliates shall not grant wishes that consist of direct gifts of money other than where money is incidental to the wish, such as spending money.

WG 3.3 Wishes for Medical Treatment. Affiliates shall not grant wishes directly related to any medical treatment or services. ([See Guidelines](#))

WG 3.4 Wish Gift Return. Affiliates shall not request that a wish gift item be returned. ([See Guidelines](#))

WG 3.5 New Wish Gift. Affiliates shall ensure that wish gift items are new. ([See Guidelines](#))

4. Wish Participants

WG 4.1 Wish Applications. Affiliates shall only accept wish applications from potential wish children, their parents/guardians or medical professionals involved with their treatment.

WG 4.2 Family Members. Affiliates shall include parent(s) and/or guardian(s) of the wish child and any siblings of the wish child in the wish unless the wish child requests otherwise, or a court order requires, or the local Board of Directors determines, otherwise.

WG 4.3 Equality. Affiliates shall ensure all wish families are treated equally. No discrimination and/or limitation of a wish are allowed, based on the wish family's disposition and/or financial situation. Requesting or accepting that the family or persons related to the family provide financial or other contribution related to wish fulfillment is strictly prohibited.

5. Wish Assists

WG 5.1 Notification. Affiliates shall immediately submit via the Wish Portal upon learning a wish child's wish will include travel outside the Affiliate territory, regardless of whether wish assistance is needed or not.

WG 5.2 Wish Assist. Affiliates shall accept wish assists submitted via the Wish Portal, according to the level of service requested (see International Wish Assist Fees document). ([See Guidelines](#))

As an exception, Affiliates that have under three years' existence are not required to accept wish assists, as they first need to build up their own operations.

WG 5.3 Accounting. Affiliates shall, when providing a wish assist to another Affiliate or US chapter, provide an accounting of all costs (cash and in-kind) to the originating Affiliate or chapter via the Wish Portal within one month of the completion of the wish.



- WG 5.4** *Celebrity Wishes*. Affiliates shall coordinate all celebrity personal appearance requests outside their territory, including requests for heads of state, sports figures, and sporting events via the Wish Portal – Celebrity tab. The Wish Assist department of the International Office shall be closely involved with all international celebrity wishes.
- WG 5.5** *Celebrity Non-Wish Request & Publicity Requests*. Affiliates shall coordinate all publicity-related requests involving celebrities through the International Office. ([See Guidelines](#))
- WG 5.6** *Wish Assist Fee and Minimum Standards*. Affiliates may charge a wish assist fee in accordance with the service rendered as per the International Wish Assist Fees document updated from time to time. Affiliates shall comply with the minimum standards for wish assists (found in the International Wish Assist Fees document) regardless of whether a wish assist fee is charged. (Refer to Guideline under WG 5.2 above)

POLICY SECTION V: MARKETING AND COMMUNICATIONS

1. Communications

- MC 1.1** *Mission Statement*. Affiliates shall only use a mission statement approved by the International Office.
- MC 1.2** *Values*. Affiliates shall communicate the values of Make-A-Wish International, being Integrity, Child Focus, Excellence, Community and Inspiration.
- MC 1.3** *Accurate Information; Publicly available documents*. Affiliates shall maintain current and accurate marketing materials and information in communications and on websites. The Affiliate's most recent Annual Report, Audited Financial Statements, Privacy policies and list of Board members and CEO shall be posted on the Affiliate's website.

2. Cause-Related Marketing

- MC 2.1** *Online Cause-Related Marketing*. Affiliates shall not engage in cause-related marketing campaigns, where the purchase of product is transacted via the Internet, without the prior written permission of the International Office.
- MC 2.2** *Cause-Related Marketing Initiative*. Affiliates shall not enter into any cause-related marketing initiatives involving the sale of any of the following items:
- 1) Tobacco products
 - 2) Alcoholic beverages
 - 3) Firearms or other weapons designed to cause harm; or
 - 4) Pornographic or sexually-oriented entertainment, goods or services



3. Use of Marks

- MC 3.1** *Licensing Agreement.* Affiliates shall not engage in any activity where outside parties will use any of the Make-A-Wish trade names, trademarks, or service marks without having such party sign a licensing agreement. ([See Guidelines](#))
- MC 3.2** *Proper Brand Usage.* Affiliates shall use, or permit the use of, the Make-A-Wish trade names, trademarks, and service marks in the formats and translations approved by the International Office. Affiliates shall follow brand guidelines as prescribed in the organization's Global Brand Identity Standards (including, but not limited to, logo specifications, marketing materials, online/website, translations, products, etc.). ([See Guidelines](#))
- MC 3.3** *Writing Style.* Affiliates shall adhere to guidelines in the International Writing Style Guide. ([See Guidelines](#))
- MC 3.4** *Identification with International.* Affiliates shall identify themselves as Affiliates of Make-A-Wish Foundation International on websites at a minimum.
- MC 3.5** *Unauthorized Use by Others.* Affiliates shall inform the International Office immediately if they become aware of any infringement or unauthorized use of the Marks. (See Affiliation and Licensing Agreement)
- MC 3.6** *Products.* Affiliates shall not produce or imprint any products containing the Marks without the prior written approval of the International Office.

4. Online Activity

- MC 4.1** *Privacy Policy.* Affiliates shall adhere to privacy policies in accordance with the law of their territory regarding the privacy and protection of information collected on the internet and transmitted via internet. ([See Guidelines](#))
- MC 4.2** *Online Donation Disclaimer.* Affiliates shall post online donation language as required by Make-A-Wish Foundation International. ([See Guidelines](#))
- MC 4.3** *Website Links.* Affiliates shall post a link on their websites to Make-A-Wish Foundation International website: www.worldwish.org. ([See Guidelines](#))
- MC 4.4** *Fundraising by online auctions.* Affiliates shall follow the guidelines in this document when organizing online auctions for fundraising purposes. ([See Guidelines](#))



POLICY SECTION VI: FUNDRAISING

FR 1.1 Out-Of-Territory Solicitation. Affiliates shall not target individuals, corporations, foundations, or organizations outside of their own territory for media, public relations, or fundraising activities.

FR 1.2 Out-of-Territory Activity. Affiliates shall not participate in any media, public relations, or fundraising activity with an individual or entity when such activity extends outside the Affiliate territory without the prior written permission of the International Office.

FR 1.3 International Donors. Affiliates shall not enter into discussions with potential donors, supporters, or corporations whose intention or desire is to engage in activities outside the Affiliate territory without including the International Office in such discussions with the potential donors, supporters, or corporations.

FR 1.4 Multi-National Corporations. Affiliates have many corporate sponsors in their national territory, who also have a potential international outreach. In this case these companies are potentially interesting for the international community. Affiliates shall therefore provide information to the International Office of their corporate programs with multi-national corporations. (See [Guidelines](#))

FR 1.5 Exclusivity. An Affiliate is not permitted to sign an exclusivity contract unless the value of the sponsorship is more than 10% of the Affiliate's annual budget and it has notified the International Office of its intent before signing an agreement.

Rationale: Promising exclusivity to corporate sponsors by an Affiliate can jeopardize potential cross border sponsorships, which could be profitable for the whole Affiliate community. The best practice for Affiliates is therefore not to offer exclusive use of the Make-A-Wish brand in their territory to a company.

FR 1.6 International Corporate Sponsorships. Affiliates shall not require minimum financial commitments in any international corporate programs that are managed by the International Office. The International Office determines in its discretion the manner of distribution of funds received under its international corporate programs.

FR 1.7 Telemarketing. Affiliates shall not engage in, hire, or contract for telemarketing cold-call telephone solicitations for cash donations, or door-to-door solicitation.

The fundraising activities of the Affiliate are directed at acquiring voluntary contributions and are not allowed to be intimidating. However, the methods used for fundraising must be in line with what is considered appropriate in the Affiliate territory. (See [Guidelines](#))

(Proposed action is that this guideline is part of the policy)

FR 1.7 Telemarketing.



Exceptions to this policy must be discussed with the International Office before a request for exception is presented to the ADS Committee as per the International Bylaws.

FR 1.8 *Donor List.* Affiliates shall not give, lease, sell, or exchange their donor or contributor lists to any individual or entity unless it is used for the Affiliate's fundraising activities. In this case the contract must stipulate that the donor list remains at all times the property of the Affiliate and the third party is not allowed to telemarket. Information from the donor files is not to be made available to third parties without permission from the donors - Affiliates must ensure that they are in conformity with data protection rules prevailing in their country at all times, and provide a legal opinion when requested by the International Office. ([See Guidelines](#))



GUIDELINES

Affiliates are strongly recommended to follow these Guidelines in order to comply with Make-A-Wish International, meet best practices and to mitigate risks

GUIDELINE SECTION I: OPERATIONAL MANAGEMENT

1. Reporting

OM 1.1 *APD Input*. The Affiliate Performance Database consists of general information and statistics. The International Office will notify Affiliates of the specific due dates for completion of the reporting sections each year.

2. Office Records

OM 2.1 *Document Retention*

If the Affiliate prefers to maintain its documents in electronic files and shred the originals, this is acceptable; however, local laws must be verified imposing the conservation of original records for a certain period of time or the destruction of certain types of information e.g. medical information concerning the wish child, etc.

OM 2.4 *Background and Reference Checks*

A background check is a document provided by a legal authority, e.g. the Ministry of Justice or Police. Affiliates should always try to obtain background checks in the first instance. If this is not available in the country, a legal opinion should be provided to the International Office. If reference checks are made, these must be made on at least three referral persons (non-family). In addition, credit checks should be conducted on the Affiliate's bank signatories, unless prohibited under local laws.

3. Insurance

OM 3.1 *General Liability Insurance*

General liability insurance is an insurance policy that protects the Affiliate from the risk that it may be sued and held legally liable for something that occurred in the performance of its activities such as injury or damage.



Director and Officer insurance is an insurance policy that protects the Affiliate's Officers and Board from the risk that they may be individually sued and held legally liable for something that occurred in the performance of their activities.

OM 4.1 Chief Executive Vacancy/Search

- The Affiliates should make clear to the preferred candidates that they are joining an international organization which requires their active participation, and they will be expected to participate in an international induction process in addition to the local Affiliate's induction process.
- It is not considered best practice that an Affiliate board member becomes the CEO, or that the CEO be related in any way to any member of the Board of directors or existing staff members. If the Affiliate believes exceptional circumstances exist to justify such an appointment, such appointment shall be considered in consultation with the Affiliate Development & Support Committee.
- The International Office can provide assistance where needed with helping to design and implement the search, interview and recruitment processes should Affiliates need such support. If requested, a behavioral assessment is also available.
- All shortlisted candidates must be interviewed by the President & CEO of the International Office.

OM 4.3 Priority Level assistance to Affiliates

Priority Level status is distinct from Affiliate Restructuring Status (as defined in the Affiliation and Licensing Agreement). As part of the support process, the International Office provides a metric assessment for Affiliates with information on certain key areas benchmarked in comparison with other Affiliates and international best practice. Factors that may trigger Priority Level assistance from the International Office include significant income loss, poor liquidity, low wish growth, governance issues (e.g. no succession or strategic planning, conflicts within the board), staff issues or turnover, volunteer issues etc.

GUIDELINE SECTION II: FINANCIAL MANAGEMENT

FM 1.1. Annual Audit

Affiliates are strongly encouraged to have the same fiscal year end as the International Office. This is in order to have consistency in reporting.

FM 3.1 Authorization

The intention behind this policy is that the Affiliate Board is aware of the bank accounts and credit cards used by the Affiliate, for governance purposes. It is not intended that the Affiliate Board members are the only persons who have signing powers on the Affiliate's bank accounts.

Other guidelines (Should be all policies except e, g.)



a) Signatories. Affiliates shall require at least two individuals to have signing authority on all cash accounts and convertible instruments held by the affiliate. The intention is to avoid having only one person who can make payments on behalf of the Affiliate, so that there are no delays or difficulties in payments eg when the person has holidays, illnesses, or absences.

b) Currency. Affiliates shall pay invoices from other Make-A-Wish entities in the currency specified on the invoice.

GUIDELINE SECTION III: GOVERNANCE

GV 1.3 Terms

If a Board member is appointed chair in the sixth year of his/her term, he/she is permitted to stay one year longer.

It is acknowledged that the founders of an Affiliate occupy a special place of honor in the Affiliate, and that founders often take very active roles in helping an Affiliate develop and grow to maturity. When an Affiliate reaches operational maturity, the founders are strongly encouraged to move to the alumni level. If they remain on the Board of the Affiliate, they should do so without voting power, in order to encourage good governance practices.

GUIDELINE SECTION IV: WISH GRANTING

1. Wish Eligibility and Wish Journey

WG 1.1. Age. The Affiliate Board can exceptionally approve the granting of a wish to a child after his/her 21st birthday.

Affiliates should not limit the number of wish applications accepted within its territory, before discussing this with the ADS team at the International Office.

WG 1.3 Prior Wishes. Affiliates should attempt to contact other wish-granting organizations which have the same criteria and attempt to solicit a mutual agreement that a wish will not be granted if one has been granted by a similar wish-granting organization.

The following types of “wishes” granted by other organizations will not be considered as qualified wishes:

- Group wish
- Unsolicited invitation
- Attendance at a camp
- Unsolicited “to have” gift
- Minor/small gifts given (in comparison to the Affiliate’s practices)



- Medical equipment given
- Hunting or firearm wishes
- Imposed gifts i.e. where the child is not given a chance to choose his/her wish

If these “wishes” were granted to a child who qualifies medically, the child is eligible for a wish by an Affiliate. Should be policy

WG 1.4 Travel Insurance. Affiliates should ensure that each member of the wish family travelling outside of their territory for a wish shall have adequate medical insurance coverage recognized and accepted in the country of destination. Should be policy

2. Required Forms and Documentation

WG 2.1 Wish Forms Should be policy

International policy is to have both parents sign the forms. If this is not possible due to special circumstances, and if according to local law one parent has legal authority to sign for the child, this is acceptable subject to the following:

- a) Submit the written opinion of a lawyer to the International Office that a sole parent has legal authority to sign under local law.
- b) Note in the wish file the special circumstance for not having both parents sign the form.

Even if publicity has been authorized, it is good practice to contact the family as a courtesy for permission each time when images or stories of the wish participants are used, because the child may have passed away, or circumstances have changed, and the family no longer wants their image/story publicized.

Other than Affiliates which are in early founding status, the Wish Authorization Form is no longer compulsory. We recommend that the form is used for wishes that could potentially be a risk to the child, e.g. either due to the type of wish, or due to the child’s medical condition.

3. Appropriate/Inappropriate Wish Requirements Should be policy

WG 3.3 Wishes for Medical Treatment. Examples of non-medical treatments are wheelchairs, wigs, dog guides, and prosthetics. When questions arise, refer to the Affiliate medical advisory member, to make the final determination. The International Medical Advisory Committee is also available to provide advice on specific wishes – please contact the International Office with your requests.

WG 3.4 Wish Gift Return. If the wish is for an animal, Affiliates should be confident that the family will care for the pet and follow up with the family for at least a year to ensure the pet’s health and welfare. The Affiliate should provide a return option for the pet if the family cannot or will not care for the pet and assume the responsibility of placing the pet in a caring environment upon return.



WG 3.5 New Wish Gift. There may be exceptions to this e.g. where the child's wish is for a guitar or football played or held by a celebrity, or a musical instrument that appreciates in time, etc.

5. Wish Assists

WG 5.2 Wish Assist.

The International Wish Assist Fees document is in the Wish Toolkit available here: <https://sites.google.com/worldwishnetwork.com/orientation/resource-all-toolkits>.

WG 5.5 Celebrity Non-Wish Request and Publicity Request.

Names, images, photos, likenesses, and voices are the intellectual property of the celebrity or public figure in many countries.

- No use is permitted without the owner's prior consent in many countries.
- For celebrities managed by Make-A-Wish International or any Affiliate, provide at least one month's notice for approval. This request shall be sent to the International Office.
- For celebrities managed by Make-A-Wish America, Affiliates shall provide at least one month's notice for approval. This request shall be sent to the International Office.
- Requests for pre-wish or post-wish publicity shall be sent to the International Office. Post-wish publicity submissions shall include any photos, stories, or press releases to be used.
- To conduct unauthorized publicity will jeopardize the wish experience for the child, as well as the relationship for the entire organization.

GUIDELINE SECTION V MARKETING AND COMMUNICATIONS

3. Use of Marks

MC 3.1 Licensing Agreement. Standard form licensing agreements are in the Corporate Alliances Toolkit available at:
<https://sites.google.com/worldwishnetwork.com/orientation/resource-all-toolkits>

MC 3.2 Proper Brand Usage. The Global Brand Identity Standards are in the Marketing Brand Guide available at:
<https://sites.google.com/worldwishnetwork.com/orientation/resource-all-toolkits>

MC 3.3 Writing Style. The International Writing Style Guide are in the Marketing Brand Guide and can be provided by the International Office.

MC 3.4 Identification with International.
Examples:



Make-A-Wish® Australia, an Affiliate of Make-A-Wish® International

Pide un DeseoSM Panama, un afiliado de Make-A-Wish® International

4. Online Activity

MC 4.1 Privacy Policy. A privacy policy statement outlining the Affiliate's privacy policy must be posted on any and all pages where visitor information is collected to website visitors (includes email subscribers). Affiliates are responsible for ensuring compliance with their national data protection laws and regulations.

MC 4.2 Online Donation Disclaimer.

- a. A disclaimer shall be posted on any and all pages where donation information is posted. A link on the donation page is not acceptable.
- b. The following disclaimer shall be posted in the Affiliate native language and in English: "Funds donated to Make-A-Wish (Affiliate name) solely benefit our cause and the children we serve in (Affiliate country)."

MC 4.3 Website Links. Links shall be posted in the following manner:

- A link from the Affiliate website to Make-A-Wish Foundation International home page.

MC 4.4 Online Auctions.

- A. Affiliate and third party approved online auctions must ensure that all copy and logos are Affiliate-specific (no generic use of the Make-A-Wish logo), clearly identifying that the purchase of such auction item(s) benefits exclusively the respective Affiliate(s).
- B. For the occasional sale of an item (such as a concert ticket donated at the last minute) Affiliates do not need prior approval from the International Office in order to use online auction services as long as the Make-A-Wish (generic or affiliate specific) name or logo is not used.
- C. Affiliates may not register for or use eBay's "Mission Fish" or any similar online charity auction service.

For instance, Korea would be allowed to use <http://www.auction.co.kr/default.html> but not the American version of eBay.

- D. All items being sold at an internet auction must be tangible goods or services and free of restrictions.
- E. Affiliates shall not use email to conduct an online auction or to solicit bids for an auction item.



GUIDELINE SECTION VI FUNDRAISING

FR 1.4 Multi-National Corporations.

Affiliates are reminded to regularly update the Affiliate Corporate List with their international corporate sponsors.

FR 1.8 Donor List.

Affiliates should pay particular attention to the commission or fee taken by the third party. Affiliates should approve the approach and script/language used by the third-party fundraiser. They should note that hiring a third-party fundraiser often raises their fundraising efficiency figures.

Telemarketing (cold call solicitation) is not allowed per policy FR 1.7.

Glossary

- **Affiliate:** An Affiliate is a Legal entity that has signed the Licensing Agreement with Make-A-Wish International and agrees with the Affiliate policies.
- **Wish Journey:** it's a carefully planned journey for each wish kid, designed to complement a child's medical treatment with 5 steps, Wish Application, Wish Design, Wish Anticipation, Wish Realization and Wish Effect.
- **Licensing Agreement:** a formal agreement giving an organization permission to use of Make-A-Wish Trademarks
- **APD:** Affiliate Performance Data, Affiliates should send their Staff, Finance and Wishes Data Quarterly to Make-A-Wish International
- **ADS:** Affiliate Development and Support
- **Policy:** a course or principle of action adopted or proposed by an organization or individual
- **Guidelines:** Information that suggests how something should be done or is recommended to follow
- **International Office:** International Office refers to Make-A-Wish International's CEO or anyone delegated by them.



- **International Board:** International Board of Directors of Make-A-Wish International
- **ADS Committee:** Affiliate Development and Support Committee,
- **CEO/Executive Director:** senior operating officer or manager of the Affiliate organization

- **Priority level Status:** Priority Level status includes attending Affiliate Board meetings, receiving Board minutes, undertaking regular site visits, engaging in more frequent contact with the Affiliate CEO and Chair, receiving information promptly and arranging for a third party consultant to provide services if considered beneficial
Yellow Card: A yellow card indicate that An Affiliate has broken or is not following the Affiliate Policies and is being officially warned.

Brandbook: : Brand guidelines that all all Affiliates are required to follow when using the Make-A-Wish Brand

- **Provisional Affiliate:** A privisional Affiliate is a Legal entity that has signed the Licensing Agreement with Make-A-Wish International and agrees with the Affiliate framework but may not be able to show that all the prerequisite policies and structure is in place at the time of signing. But they have a full and detailed plan how to achieve full status and are held to account each year on how they are achieving it. The provisional status should not last more than XX years.
- **Strategic Plan:** This plan shall state the Affiliate's goals And objectives in key areas (including as a minimum wish granting, volunteer/staff management, financial projections, fundraising, marketing and Board development)
- **One Year Plan:** This is a plan of action setting the goals for the year (SMART) as well as who will be held responsible for the action of these.