



中國香港汽車會

HONG KONG, CHINA AUTOMOBILE ASSOCIATION

Est. 1918



Tender Notice

Tender Subject : Legal Services for Constitutional Amendment in Compliance with the Sports Federation & Olympic Committee of Hong Kong, China (SF&OC) Code of Governance
Date of Notice : 11th August 2026
Tender Reference : HKAA/20260811-002
Closing Date & Time : 24th August 2026, 17:00

1. Background

The Sports Federation & Olympic Committee of Hong Kong, China (SF&OC) promulgated its Code of Governance on 20 November 2024, following a comprehensive corporate governance review of National Sports Associations (NSAs) in Hong Kong. The Code sets out governance standards across six key areas: (A) Board governance; (B) Integrity management; (C) Selection of athletes; (D) Management of coaches and umpires; (E) Administration of membership; and (F) General administration. SF&OC requires all member associations to implement the Code and will issue Certificates of Compliance (CoCs) to those meeting the required standards, with future government subvention funding linked to CoC status.

To meet these requirements, Hong Kong, China Automobile Association intends to amend its constitution and related governance documents to ensure full compliance with the SF&OC Code of Governance. We therefore invite reputable law firms to submit a tender for the provision of legal services in connection with this exercise.

2. Scope of Work

The appointed law firm will be required to:

- a. Review the existing constitution, bye-laws, and governance documents of the Association in light of the SF&OC Code of Governance;
- b. Identify gaps and non-compliant provisions across the six governance areas, with particular attention to:
 - Board composition, tenure, nomination, election, and removal mechanisms;
 - Integrity management and codes of conduct;
 - Athlete selection criteria, procedures, and appeal mechanisms;
 - Coach and umpire registration and management;
 - Membership admission, suspension, termination, and appeal procedures; and
 - General administrative policies (equal opportunities, complaints handling, procurement, finance, etc.);
- c. Draft all necessary constitutional amendments, new bye-laws, and governance policies to



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achieve compliance;

- d. Advise on the procedural requirements for adopting the amendments under the Association's existing constitution and applicable law;
- e. Liaise with the Association's board/executive committee and, where appropriate, with SF&OC, to ensure the amendments align with the Code's intent;
- f. Prepare a compliance checklist or implementation memo mapping the amended documents against the SF&OC Code's core governance competencies; and
- g. Provide such other ancillary legal advice as may be reasonably required to complete the exercise.

3. Tender Submission Requirements

Tenderers must submit a proposal addressing the following:

a. Lump Sum Fee

Please provide a lump sum fee quotation for the entire scope of work described in Section 2 above. The fee should be all-inclusive (covering professional fees, disbursements, printing, and travel, if any), broken down by phase or milestone where appropriate. Please also state your hourly rates for any out-of-scope work that may arise.

b. Time Required for the Work

Please provide a detailed work plan and timeline, including:

- Estimated commencement date upon appointment;
- Key milestones and deliverables;
- Total estimated duration from commencement to final delivery of all amended documents; and
- Your firm's availability to commence and complete the work within the Association's target time frame.

Please note that SF&OC plans to review implementation progress in early 2027 and issue CoCs to compliant associations. The Association therefore aims to complete this exercise well in advance of that deadline.

c. Legal Team's Resume with Corporate Governance Drafting Experience

Please provide the curriculum vitae of the proposed legal team, including the lead partner and any associates or support staff who will be involved. In particular, please highlight:

- Experience in drafting and amending constitutions, articles of association, and governance documents for non-profit organisations, sports associations, or similar bodies;
- Experience with corporate governance compliance projects, particularly in the sports sector or in relation to government-funded bodies;
- Relevant qualifications (e.g., admitted solicitor in Hong Kong, governance professional credentials); and
- Details of at least two comparable matters recently handled by the proposed team (with



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client names redacted if confidentiality requires).

d. Other Relevant Information for Consideration

Please provide any additional information that the Association should consider in evaluating your tender, including but not limited to:

- Your firm's understanding of the SF&OC Code of Governance and the specific challenges faced by NSAs;
- Proposed approach to stakeholder consultation (e.g., board members, athletes, coaches, members);
- Quality control and review mechanisms;
- Any value-added services (e.g., post-implementation support, training for board members on governance obligations, assistance with SF&OC compliance documentation);
- Confirmation of professional indemnity insurance coverage; and
- Any potential conflicts of interest.

4. Tender Conditions

- Eligibility: The tender is open to law firms qualified to practise in Hong Kong. Firms with experience in sports governance, non-profit law, or corporate governance compliance are encouraged to apply.
- Joint Bids: Joint bids or consortia are permitted, provided the roles and responsibilities of each party are clearly defined.
- Subsidies: Tenderers should note that the Hong Kong Jockey Club provides subsidies of up to HK\$100,000 per NSA for professional legal services in connection with SF&OC Code compliance. The Association intends to apply for such subsidy, and the fee quotation should take this into account where appropriate.
- Confidentiality: All information provided by the Association for the purpose of this tender shall be treated as strictly confidential and used solely for the preparation of the tender.
- Intellectual Property: All drafts, documents, and materials produced by the appointed firm in the course of the engagement shall become the property of the Association.
- Evaluation Criteria: Tenders will be evaluated on the basis of (i) relevant experience and expertise; (ii) quality and feasibility of the proposed approach; (iii) timeline; and (iv) fee competitiveness. The Association reserves the right to accept or reject any tender, to negotiate with any tenderer, and to award the contract without obligation to accept the lowest fee.

5. Submission Instructions

- Deadline: Tenders must be submitted no later than 24 August 2026 at 17:00 (Hong Kong Time).
- Format: Please submit one (1) original and two (2) copies of the tender in sealed envelopes



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marked "Tender for Legal Services – Constitutional Amendment (SF&OC Code Compliance)".

- Address: Marsh Road, Wanchai Reclamation, Hong Kong
- Contact Person: Koo Tat Sun, General Manager, sunnykoo@hkaa.com.hk, 3580 1316
- Enquiries: All enquiries regarding this tender should be directed to the Contact Person above no later than 21st August 2026.

6. Disclaimer

This invitation to tender does not constitute an offer. The Association reserves the right to cancel, modify, or withdraw this tender exercise at any time without liability. The submission of a tender does not create any contractual relationship between the tenderer and the Association.

Hong Kong, China Automobile Association

11 August 2026

Annex (for reference by tenderers):

- Annex A: Current Constitution and Bye-laws of the Association
- Annex B: SF&OC Code of Governance (available at <https://www.hkolympic.org>)
- Annex C: List of SF&OC Core Governance Competencies relevant to constitutional amendment Sports Federation & Olympics Committee of Hong Kong (SF&OC) direct each of its member sports associations to improve its corporate governance (CG) by amending its constitution according to CG guidelines it has published. Please prepare an invitation to law firms interested in tendering for the legal work to help amend a member sports association in compliance of the CG guidelines of SF&OC asking the tenderers to submit a tender suggesting:

1. Lump sum fee;
2. Time required for the work;
3. Legal team's resume with CG drafting experience;
4. Other relevant information for consideration by the sports association.