



SPORTS FEDERATION &
OLYMPIC COMMITTEE OF HONG KONG, CHINA

(34) in SFOC/ADM/2020/GC/GOVT/OTHERS

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Ms. Stephanie H.S. AU

3 June 2020

Mr. Anthony CHU
Clerk to the Public Accounts Committee
Legislative Council

Dear Mr. CHU

**Re: Public Accounts Committee
Consideration of Chapter 2 of the
Director of Audit's Report No. 74**

Sports Federation & Olympic Committee of Hong Kong, China

In response to your letter dated 26 May 2020, I now enclose the required information and documents to facilitate the Public Accounts Committee's consideration of Chapter 2 of the Director of Audit's Report No. 74.

Thank you for your attention.

Yours sincerely

Ronnie M.C. WONG, BBS, JP
Hon. Secretary General of SF&OC

c.c. Mr. Timothy FOK, GBS, JP, President of SF&OC
Secretary for Home Affairs (fax no. 2591 5536)
Secretary for Financial Services and the Treasury (fax no. 2147 5239)
Director of Audit (fax no. 2583 9063)

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Yuet-ngor GBM, GBS
Chief Executive
Hong Kong Special Administrative Region
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Prof. LEUNG Mee Lee MH

HON. MEDICAL ADVISOR

Dr. Julian W. CHANG BBS

HON. LEGAL ADVISOR

Mr. Peter BROWN

Part 1: Introduction

- (a) The balances of the one-off allocations provided to the Sports Federation & Olympic Committee of Hong Kong, China (SF&OC) and the Management Company of Olympic House Limited (MCOHL) as at 31 March 2020 are as listed below:

| | |
|-----------------|-----------------|
| HKACEP (Note 1) | \$10,276,950.62 |
| HKADC | \$4,556,391.88 |
| MCOHL | \$6,414,472.30 |

Note 1 : With reference to paragraph 1.16(b) of the Audit Report, SF&OC was provided with a sum of \$8.5 million as a start-up fund for its implementation of HKACEP by the Office of HKACEP in March 2008; thereafter, in March 2017, a sum of \$9 million was earmarked for SF&OC to cover the programme expenses as stated in paragraph 1.16(c)(i), making it a total of \$17.5 million. The balance as at 31 March 2020 was \$10.27 million.

The notice issued by HAB on 8 March 2017 stated clearly that the one-off allocation was only provided to cover the programme expenses of the 3 Offices. Thus, the deficits mentioned in paragraph 3.5(c) of the Audit Report were mainly due to the fact that HAB has not increased the recurrent subvention since 2014-2015 to cover the salary adjustment and inflated office expenses. The deficits were financed from SF&OC's own funding without involving public funding.

Part 2: Operation of Sports Federation & Olympic Committee of Hong Kong, China

(b)

- (i) The International Multi-Sports Games Selection Committee for respective Games was formed in accordance to Article 53(3)&(4) of SF&OC Articles of Association. The composition will include Honorary Secretary General as Chair and representatives of appropriate National Sports Associations nominated by the Chair. The criteria for nomination include whether the representative sport is one of the participating sports in the respective Games, the representation of the NSA and the experience of the representative, etc.
- (ii) Each member of the Selection Committee is required to complete the Declaration of Interest Form (Appendix b_ii_1) (English version only) before each meeting. If any potential conflict of interest arises during the meeting, the member is required to make verbal declaration and act in accordance with the “Summary of handling possible conflict of interest scenarios” (Appendix b_ii_2) (English version only). If the selection decision is to be made by circulation of papers, the member with potential conflict of interest is required to declare in the reply slip and is not allowed to vote on the related item(s).

(c)

- (i) Reviews are requested by NSAs and handled by the members of the Selection Committee since the review mechanism is a part of the selection process. The Selection Mechanism (includes review mechanism) has been adopted effectively for years with selection criteria adjusted in accordance to the requirement of various Multi-sports Games. The Selection and Appeal Mechanism to Multi-Sports Games (Appendix c_i) (Chinese and English versions) was disseminated to NSAs in SF&OC’s Council Meeting on August 2011 and also was uploaded on SF&OC’s website. If any NSA requests the Selection Committee to review its nomination, it should file its review letter to the Chair before the deadline of Entry by Name set by the Organizing Committee of respective Games with additional information supporting its case. The number of reviews is not limited. As an example, the Selection Committee of the 18th Asian Games received a total of 120 athletes’ nomination reviews from 21 NSAs. Among those reviews, 62 athletes were finally accepted by the Selection Committee.
- (ii) The International Multi-Sports Games Appeal Panel for respective Games (Panel) was formed in accordance to Articles 53(5)&(6) of SF&OC Articles of Association. The composition will include the President of SF&OC as Chair, the highest ranking staff of SF&OC (i.e. Executive Director) as Secretary (with no voting rights). A list of four to six members for the International Multi-Sports Games Appeal Panel

(Panel) shall be proposed by the Board of Officers and endorsed at an Annual General Meeting (AGM) for a tenure of four years. When the Panel has to be convened, the Chair shall nominate two persons from the approved list to hear the appeal, having regard to their availability and conflict of interest (i.e. total three persons). The Board of Officers will consider the reputation, recognition and professional background (e.g. accountant, lawyer, etc) of the prospects as members of the Panel. The current five members of the Panel was proposed by the Board of Officers with circulation papers on 19 November 2018 and endorsed at the AGM on 18 December 2018 for a tenure of four years (i.e. from 2018 AGM till 2022 AGM).

- (iii) If any NSA is not satisfied with the results of the Selection Committee, an appeal can be filed to the Chair of the Panel. The Chair will convene the Panel in accordance with the Articles 53(5)&(6) of SF&OC Articles of Association. The designated Panel will then depend on the nature and complexity of the case and supporting argument, etc. to discuss the way forward to handle the appeal (such as the format of conducting the appeal, submission of evidence, etc.)
- (iv) The Board of Officers will study and consider the recommendations mentioned in paragraph 2.11 of the Audit Report to enhance the transparency and independency of the Panel, including making reference to the overseas practices, the Court of Arbitration for Sport, etc. for detailing the appeal procedures.

(d)

- (i) SF&OC has achieved more than 80% of the 29 items of Best Practice Reference (BPR) drawn up by the ICAC. Among those, 24 items had been implemented while three items are implementing and only two items have not been implemented.
- (ii) SF&OC undertakes as far as practicable to implement the rest of BPR soonest and aims to complete by the next financial year.
- (iii) During the selection process, NSAs are required to submit their respective selection criteria to SF&OC for record. With respect to the principle of autonomous and uniqueness of each sport, SF&OC has not reviewed whether NSAs have fully implemented the BPR.

With the increase of subvention in the 2020-2021 Budget and in the next 5 years, SF&OC undertakes to allocate new resource to review the corporate governance of NSAs including but not limited to reviewing their selection mechanisms.

(e)

(i) A Chronology of Events of Selection Process

| Date | Event |
|---------------------|--|
| 7 March 2018 | SF&OC issued circular to all NSAs concerned providing them the information of the Games, nomination form and SF&OC's criteria for selecting athletes to participate in the 18 th Asian Games. |
| 19 April 2018 | HKASA submitted a nomination list of 21 male (and 16 female) athletes. |
| 24 April 2018 | The first SF&OC Selection Committee was conducted to consider the submissions from NSAs (including HKASA). During the discussion, 10 members participated, 3 were absent and 2 declared conflict of interest (one was abstained from voting and one withdrawn from the meeting). Among the 17 nominated male athletes, 6 met criteria 1(a), 5 were members of relay teams, 4 were holders of HKSI Elite C scholarship, 1 achieved good results in 2017 AIMAG and 1 was a key player on a new event, 4 X 100m mixed medley (butterfly leg). |
| 15 May 2018 | The Selection Committee reviewed and approved the minute. |
| 17 May 2018 | SF&OC informed HKASA the selection results by letter. |
| 29 May 2018 | The Selection Committee received HKASA's letter requesting to review the nomination of 3 male athletes. |
| 13 June 2018 | Together with the 10 other NSAs' requests, the Selection Committee reviewed all these nominations by circular paper. |
| Before 15 June 2018 | Members of the Selection Committee returned their reply slips individually on these reviews (including the 3 swimming athletes). Among 15 members of the Selection Committee, 10 remained not to accept the 3 swimming athletes, 1 declared conflict of interest and abstained from voting on this issue, and 4 did not show their views (including the Chair of the Selection Committee). |
| 19 June 2018 | SF&OC informed HKASA by letter the decision of the Selection Committee not to accept the 3 athletes' nomination. |

- (ii) The extract of the minutes relating to the Case 1 is attached (Appendix e_ii (English version only), part of the content is withheld due to privacy concerns raised by Selection Committee members). The meeting lasted for more than 7 hours of the day. As a result, the minutes of 25 pages could only record mainly the decisions and their justifications, without describing all the deliberations.

SF&OC will make improvement and continue to follow-up on the implementation of the BPR and properly document the justifications for selecting athletes to participate in international multi-sports Games in future.

- (iii) The SF&OC selection criteria was set by the Selection Committee before publishing the circular letter to NSAs for nomination. The ranking of 1st to 8th was adopted as most sports competition finals involved 8 participants, such as athletics, swimming, etc. The ranked one-third rule is commonly used in sports to ensure the results achieved by an athlete reached the upper standard among the participants. These two criteria are also used by Hong Kong Sports Institute in considering the Elite Training Grant.
- (iv) Considering NSAs have already set their criteria based on its uniqueness (most NSAs in sports with quantifiable factors such as time, distance, etc, has already included such factors in their criteria), the Selection Committee will base on another set of objective criteria, that can be equally applied to all sports, in order to provide a standardised consideration, i.e. the adoption of athletes' ranking in international competitions as primary consideration for reflecting their competitiveness among other counterparts.
- (v) HKASA nominated two athletes in Men 100m Breaststroke. Information submitted included summary of nomination, individual nomination forms (including athletes' name, gender, age, birth place, nomination event and past results in nominated event(s), HKSI Elite Training Grant category), NSA projected result for each nomination and the time comparison of nominated athletes against Top 8 in 2014 Asian Games. The individual nomination forms of the two athletes are attached for restricted reference. (Appendix e_v) (English version only).
- (vi) According to information provided by HKASA, HKASA invited all clubs to nominate athletes to participate in the 18th Asian Games by email on 14 March 2018. HKASA clearly stated the nomination criteria in the letter and also attached in Appendix III of the selection criteria of SF&OC for their reference. Thus, the athletes were well aware of the swimming events and criteria.

***Note by Clerk, PAC: Appendices e_ii and e_v not attached.**

(vii) The Final Entry List and Result for 18th Asian Games:

| Event | Swimmer | Time (minute/second) | Rank |
|-------------------------------|--|--|-------------|
| Men 50m Breastroke | NG Yan Kin | 29.28 | 19/36 |
| | WONG Chun Yan | 31.65 | 29/36 |
| Men 100m Breastroke | YANG Hin Ho Boris | 1:03.77 (personal best time) | 19/32 |
| | NG Yan Kin | 1:04.21 (personal best time) | 21/32 |
| Men 400m Individual Medley | MOK Kai Tik Marcus | 4:33.46 | 13/17 |
| | LIAO Xian Hao Jonathan | 4:41.60 | 14/17 |
| Mixed 4x100m Medley Relay | AU Hoi Shun Stephanie TO King Him Kenneth LIM Nicholas Owen Zhaoguang CHENG Lily Mei Camille | Time : 3:50.22 (Break HK record) Split Time : 1:00.52 1:00.83 53.75 55.32 | 4/8 |

(viii) Based on the NSAs submitted documents and situation of athletes' nomination (such as number of nomination, the number of athletes achieved criteria 1(a) & 1(b), etc), the Selection Committee will discuss and set out details for criteria 1(c) & 1(d) in the meeting. The details may be varied in different Games, but the same set of criteria will be applied in a multi-sports Games. The holder of HKSI's Elite Training Grant belongs to criteria 1(c). NSAs are required to submit this information for each of their nominations and understand clearly that this information is one of the important factors for consideration.

(ix) The followings are information submitted by HKASA:

| Date | Event |
|--------------|---|
| 23 May 2018 | The Head Swimming Coach received the approved swimming team list from SF&OC via HKASA, he then arranged the entry list for the approved swimmers according to his professional and expertise analysis and recommended the entries to HKASA. HKASA in general, respect and trust the professional judgement and arrangement by the Head Swimming Coach on event entries, and also concur to provide more opportunities for swimmers to learn and to gain experience by competing with other elite swimmers, which is also the general arrangement and to fully utilize the quota available for each event. |
| 1 June 2018 | After obtained the agreement from HKASA, the Head Swimming Coach prepared and sent the entry list file to HKASA Office for their entry form preparation and signature from respective swimmers to confirm on their individual entries. |
| 15 June 2018 | HKASA submitted the entry form to SF&OC for handling. |

Since SF&OC did not approve the nomination from HKASA for swimmer KWOK and YANG in Men 100m Breastroke event, thus, no swimmer was selected for event Men 100m Breastroke. According to the swimming rule of Asian Games, each NOC may enter two (2) athletes in each event, hence, the HKASA arranged suitable swimmers from the approved list to fill up the vacancies of the events, to utilize the quota, and to provide opportunity to swimmers to compete, and create positive morale to the team.

Swimmer TO, ranked no.1 in Hong Kong Men 100m Breastroke was mainly focusing on Men 50m, 100m Freestyle and 200m Individual Medley, plus three relay events. However, the Men 100m Breastroke (Day 4 – 22 August), clashed with 4x100m Mixed Medley relay and Men 4x 100m Freestyle relay as they were held on the same day. The Head Swimming Coach considered that the Mixed relay would be the medal hope of Hong Kong, thus, he did not arrange TO to participate in Men 100m Breastroke. In fact, the 4 relay members of Mixed 4x100m Medley relay set a new Hong Kong record and achieved 4th place, only less than 1 second to the 3rd place, so not to arrange swimmer TO to participate in Men 100m Breastroke was a correct decision.

Moreover, swimmer NG was selected to participate at 50m Breastroke event, swimmer YANG and swimmer MOK were selected to participate 200m Breastroke and 400m Individual Medley respectively. Since each NOC may enter two (2) athletes in each event, the Head Swimming Coach arranged Men 100m Breastroke as follows:

According to the ranking among the selected swimmers for Men 100m Breastroke, the time achieved by swimmer YANG was '1:04.06, ranked Hong Kong no. 2 in 2018; time achieved by swimmer MOK was '1:04.38, ranked Hong Kong no. 3; time achieved by swimmer NG was '1:04.43, ranked no. 4. The time achieved by the three swimmers were extremely close. To select 2 out of 3 swimmers to compete in Men 100m Breastroke, Head Swimming Coach arranged swimmer YANG and swimmer NG to compete.

In consideration of the swimming competition schedule, the selected event, i.e. 200m Breastroke, for swimmer YANG was held on Day 3, i.e. completed on 21 August, and no event on Day 4. Therefore, ranked no. 2 YANG was arranged to participate in 100m Breastroke.

As Men 100m Breastroke and 400m Individual Medley were held on the same day, only one event, Women 200m Butterfly, was held in between the two said events. The selected event for swimmer MOK was Men 400m Individual Medley, his best time was '4:32.36, which was very close to the existing Hong Kong record that was achieved by swimmer FONG in almost 20 years ago, and was the goal of MOK for this Asian Games. Hence, taking into account to reserve his physical strength, Head Swimming Coach did not arrange MOK to participate Men 100m Breastroke, but arranged swimmer NG, who ranked no. 4 in Men 100m Breastroke and have no event on that day, to participate in Men 100m Breastroke.

According to FINA Handbook General Rule 7.1, any entered competitor may be substituted by another entered competitor at the Team Leaders Meeting (the Team Leaders Meeting is usually held the day before the 1st competition day). This is the international rule that the representative of each Federation is allowed to re-arrange the competitor entry during the Team Leaders Meeting. However, as arrangement of Men 100m Breastroke's entry was arranged and submitted to SF&OC in June, the representative of Hong Kong did not re-arrange this event at the said meeting of 18th Asian Games.

Here enclosed the competition schedule of 18th Asian Games (Appendix e_ix_1)(English version only), FINA Handbook General Rule 7.1 (Appendix e_ix_2) (English version only) and the Declaration of HKASA posted on 22 (Appendix e_ix_3)(Chinese version only) and 28 August 2018 (Appendix e_ix_4)(Chinese version only) for your reference.

(x) The Review Process was as below:

| Date | Event |
|---------------------|---|
| 29 May 2018 | The Selection Committee received HKASA's letter requesting to review the nomination of 3 male athletes (including Mr. KWOK as mentioned in the Public Hearing). The letter composed of 21 pages including a letter from the coach of athlete KWOK's swimming association (which mentioned athlete KWOK's lack of normal training schedule for the year 2016-2017 and the fallback of the results in the year 2017-2018) and a letter from athlete KWOK. |
| 13 June 2018 | Together with the 10 other NSAs' requests, the Selection Committee reviewed all these nominations by circular paper. |
| Before 15 June 2018 | Members of the Selection Committee returned their reply slips individually on these reviews (including the 3 swimming athletes). Among 15 members of the Selection Committee, 10 remained not to accept the 3 swimming athletes, 1 declared conflict of interest and abstained from voting on this issue, and 4 did not show their views (including the Chair of the Selection Committee). |
| 19 June 2018 | SF&OC informed HKASA by letter the decision of the Selection Committee regarding the not to accept the 3 athletes' nomination. |

(xi) SF&OC did not receive any cases of judicial review of the Selection Committee's decision.

(xii) Olympic Qualifying Time (A Time) and Olympic Selection Time (B Time) for Tokyo Olympics Men 100m breaststroke are 59.93 seconds and 1 minute 1.73 seconds respectively.

***Note by Clerk, PAC:** *Appendices e_ix_1, e_ix_2, e_ix_3 and e_ix_4 not attached.*

- (f)
- (i) With limited resource, SF&OC can only provide occasional publicity and education to NSAs regarding the members' compliance. It is only under some special circumstances to initiate the power according to Article 7(4)(d) of the Articles of Association.

With the increase of subvention in the 2020-2021 Budget and in the next 4 years, SF&OC undertakes, apart from continue to organize seminars to raise the management standard (e.g. Seminar on Protection of Personal Data in Sports Sector, etc), to allocate new resources to review corporate governance of NSAs including but not limited to reviewing their Articles of Associations, the composition of their executive boards and election mechanisms, athletes selection mechanism, financial reporting and auditing compliances, etc.

- (ii) SF&OC has adopted the following actions for the Case 2:

- 1) Upon receiving a number of complaints against that NSA, with the consent from the relevant complainants, SF&OC referred the complaint to the NSA for its handling since SF&OC has no right to investigate such complaints. SF&OC also requested that NSA to follow-up and report the progress of handling the complaints after completion.
- 2) Since the number of complaints continued to increase, SF&OC invited the General Committee Members of that NSA to meet in 2016 on two occasions to discuss the cases of complaints and requested their improvement.
- 3) SF&OC also met twice the complainants to understand the cases.
- 4) In 2017, the Membership Affairs Committee discussed on two meetings concerning the progress of the complaints against that NSA.
- 5) The Membership Affairs Committee then submitted report to the Board of Officers in October 2017 with recommended follow-up action for the complaints against that NSA.
- 6) Board of Officers discussed the report and finally decided to hold a General Meeting to discuss the case with imposing punishment of that NSA.
- 7) SF&OC held two General Meetings in March and June of 2018 respectively for Members to decide and vote for temporary suspension of membership or other alternative arrangement toward that NSA.
- 8) At the General Meeting held on 8 June 2018, a Special Resolution was passed to suspend the membership of that NSA indefinitely with immediate effect, until further decision of the General Meeting based on the recommendation of the Board.

- 9) Thereafter, SF&OC's Officers continued to discuss with that NSA to provide recommendations for overall improvement in corporate governance.
 - 10) The overall corporate governance improvement plan submitted by that NSA was accepted by the Membership Affairs Committee and the Board of Officers. Hence, that NSA was granted a provisional reinstatement of membership with effect from 1 October 2019 for one year. At the same time, the Board of Officers was invited to nominate two Observers as a conduit to communicate between SF&OC and the General Committee of that NSA. The two Observers will sit in all meetings and activities of that NSA to monitor the overall operation of the General Committee of that NSA.
 - 11) The two observers will report and make recommendations to SF&OC's Board of Officers on whether the membership of that NSA should be reinstated before end of September 2020.
- (iii) During the period from 2016 to 2018, SF&OC has continuously communicated with that NSA and the complainants hoping that NSA can make improvement. At the same time, SF&OC should allow sufficient time for that NSA to improve its internal management efficiency and the selection mechanism. However, SF&OC did not observe a substantial improvement. Thus, SF&OC had to hold a General Meeting according to the Articles of Association to handle the issue on 8 June 2018.
- (iv) Instead of investigating the complaint, which SF&OC was not empowered to, SF&OC could only analysis the case based on information provided by the NSA and the complainants. As for Case 2, the Secretariat of SF&OC had closely monitored the development of the case and reported to the Hon. Secretary General and Hon. Deputy Secretaries General. After considering the special circumstance of substantial increase of complaint against that NSA, SF&OC commenced a series of follow-up actions and discussed regularly at the Membership Affairs Committee and Board of Officers meetings. After that, with no substantial improvement recognized, SF&OC decided to hold a General Meeting to handle the complaint according to the Articles of Association.

With the increase of subvention in the 2020-2021 Budget and in the next 4 years, SF&OC undertakes, apart from continue to organize seminars to raise the management standard (e.g. Seminar on Protection of Personal Data in Sports Sector, etc), to allocate new resources to review corporate governance of NSAs including the monitoring of their compliance with the requirements of the Olympic Charter, the Code of Ethics of IOC and SF&OC's Articles of Association, etc.

Part 3: Government funding and monitoring

- (g) SF&OC and all subvented NSAs have been registered as limited companies since 2017. Under new Companies Ordinance, the implementation of good corporate governance commenced with education. Thus, SF&OC together with LCSD and the Hong Kong Institute of Directors, has organised seminars on corporate governance and other related topics, such as new Companies Ordinance, directors' duties and fiduciary duties, board practices, and finance for directors. The seminars aimed to enhance NSAs' directors and management staff of their roles and responsibilities in the organization and management, and strengthen internal control to enhance the standard of NSAs' corporate governance for the furtherance of the sports development in Hong Kong.

With the provision of a time-limited funding of \$5 million per year for five years for SF&OC to review the operation and internal monitoring mechanism of the 79 NSAs, SF&OC initially plans the following actions:

1) Education

SF&OC will continue the educational effort by inviting professional organisations, such as ICAC and the Hong Kong Institute of Directors, to regularly organise thematic courses for current or newly appointed directors and new staff of NSAs, to encourage and educate NSAs to implement the ICAC's "Best Practice Reference for Governance of National Sports Associations – Towards Excellence in Sports Professional Development" ("BPR").

As a member of SF&OC, NSA is required to learn and comply with the requirements of the Olympic Charter, the Code of Ethics of IOC and SF&OC's Articles of Association, etc. SF&OC will also arrange relevant seminars for NSAs to understand the provisions and its importance.

In 2018, SF&OC has set up the Policy and Guidelines on Prevention of Sexual Harassment for NSAs' reference in setting up their own guidelines and has also organised seminars and workshops on Eliminating Discrimination and Anti-Sexual Harassment in Sports Sector. SF&OC will continue to organise various seminars with different professional organisations to raise the professional standard of NSAs.

2) Consultation and Review

SF&OC realises the difficulties for NSAs' to enhance its corporate governance due

to different corporate structure, membership policy, standard of governance, shortage of office staff and the voluntary nature of directors. The process of enhancement will commence with a consultation exercise to review the current situation. The first stage of consultation aims to understand their problem and difficulties in governance, through the review of their Articles of Associations, the composition of their executive boards and election mechanisms, financial reporting and auditing compliances, selection of athletes and appeal mechanism, etc. SF&OC expects to complete the first stage of consultation and review in two years with a comprehensive report to HAB.

3) Support and Execution

SF&OC will provide appropriate support based on the findings of review report. In addition, SF&OC will establish an assessment mechanism to review NSAs' implementation of the BPR and compliance with the requirements of the Olympic Charter, the Code of Ethics of IOC and SF&OC's Articles of Association, etc. The mechanism will also include regular education and alert NSAs' compliance responsibilities, completing of annual self-assessment form and for SF&OC's assessment, and conduct selective examinations on NSAs compliance.

Independent Steering Committee

As mentioned in its opening remarks of the Public Hearing on 25 May 2020, SF&OC's Board of Officers initially plans to set up a Steering Committee composed of voluntary professionals to monitor NSAs and SF&OC's progress of the governance enhancement and SF&OC's implementation of the recommendations of the Audit Report. SF&OC will also effectively use the increased recurrent subvention from HAB to employ full time professional staff. The new team of staff, overlooked by the abovesaid independent Steering Committee, will enhance the overall standard of governance and transparency. According to IOC regulation, the Olympic Charter, as a National Olympic Committee, must maintain autonomy and resist pressure from any source, thus, the appointment of the voluntary Steering Committee will maintain by the Board of Officers/General Meeting. To ensure the credibility of the Steering Committee, SF&OC will consider recommendations from Government, professional organisation and make reference to overseas practice in selecting suitable members. To increase transparency, SF&OC will announce the composition of the Steering Committee soonest possible and their subsequent reports and recommendations will be submitted to HAB and uploaded to SF&OC's website on a timely basis.



Restricted
Declaration of Interest at SF&OC Meetings

Name of Meeting : _____
 Chairperson : _____
 Date of Meeting : _____
 Place of Meeting : _____

With reference to the agenda items to be discussed at the above-mentioned Meeting, I solemnly declare that I do not have any personal or business connection with the Organization / Person concerned except those marked below "Post Held Currently/ Declared Relationship". I confirm that I fully understand the right to speak and vote when conflict of interest scenarios arise (as per attached Appendix) and will avoid any possible conflict of interest at the meeting to the best of my knowledge.

List of organizations / entities that I have a personal relationship, a business connection and may have potential conflict of interest:

| # | Organization / Person | Post Held Currently/ Declared Relationship |
|----|-----------------------|--|
| 1. | | |
| 2. | | |
| 3. | | |
| 4. | | |
| 5. | | |
| 6. | | |
| 7. | | |
| 8. | | |

Signature : _____
 Name in block : _____
 Date : _____

**Sports Federation & Olympic Committee of Hong Kong, China
Summary of Handling Possible Conflict of Interest Scenarios**

| Post | Serving Elected Officers of related NSAs at discussion session | | Serving honorary post holders of related NSAs at discussion session | | Current / potential sponsors or service providers of related NSAs at discussion session | |
|--|--|--|---|--|---|---|
| | Action to be taken | Rationale | Action to be taken | Rationale | Action to be taken | Rationale |
| Chairperson of SF&OC Panel / Committee / Sub-Committee | <u>Should</u> withdraw from the meeting | To demonstrate impartiality | - May chair the meeting - May speak in the capacity of NSA representative only - <u>Not</u> allowed to vote | - Honorary post holders of NSAs carry no administrative power - Being offered opportunities to clear doubts in the capacity of NSA representative if deemed necessary | <u>Should</u> withdraw from the meeting | To avoid conflict of interest between individual's personal interest and SF&OC's interest |
| Vice Chairperson / Member of SF&OC Panel / Committee / Sub-Committee | - May speak in the capacity of NSA representative only - <u>Not</u> allowed to vote | To demonstrate impartiality whilst being offered opportunities to clear doubts in the capacity of NSA representative if deemed necessary | - May speak in the capacity of NSA representative only - <u>Not</u> allowed to vote | - Honorary post holders of NSAs carry no administrative power - Being offered opportunities to clear doubts in the capacity of NSA representative if deemed necessary | <u>Should</u> withdraw from the meeting | <u>Not</u> allowed to gain access to the privileged information at the meeting |
| Remarks | Note 1, 3 & 4 | / | Note 2, 3 & 4 | / | Note 3 & 4 | / |

Notes:

1. In case the committees have to discuss issues involving the interests of a number of NSAs, especially interests in relation to competition among several NSAs (e.g. allocation of limited resources, selection / nomination of sports to take part in an international event), and if a committee Chairperson / Vice Chairperson / member who is an office bearer of an interested NSA is allowed to chair or speak at the meeting while other interested NSAs are not represented, the committee should invite all concerned parties to attend the meeting for that particular agenda item or to make their submissions before the meeting to the committee for consideration as appropriate.
2. Cautions should be taken for guarding against the possibility of a committee Vice Chairperson / member changing his post in the NSA in order to retain his speaking right for particular purposes.
3. In the event that committee Chairperson / Vice Chairperson / members declare at meetings conflict of interest scenarios other than those mentioned in the Summary, the committee should decide whether the committee Chairperson / Vice Chairperson / member concerned should be allowed to continue joining the meeting. All deliberation / justifications for the decisions made and follow-up actions (e.g. stop circulating the meeting papers to the committee Chairperson / Vice Chairperson / member concerned) must be properly documented.
4. Significant conflict of interest issues should be brought to the Code of Conduct Monitoring Panel's attention to review if the committee's decision is appropriate and where necessary set out further instruction for compliance.

Formation of the Hong Kong, China Delegation taking part in the international multi-sports Games

- A) Roles of the International Olympic Committee (IOC)/ Olympic Council of Asia (OCA), International Federations (IFs)/ Asian Federations (AFs), National Olympic Committees (NOCs), and National Federations (NFs) in international multi-sports Games
- B) Rules and regulations of IOC governing the formation of a NOC delegation taking part in international multi-sports Games
- C) Operation of the International Multi-Sports Games Selection Committee and Appeal Panel
- D) Formation of the Hong Kong, China Delegation

A) Roles of the International Olympic Committee (IOC)/ Olympic Council of Asia (OCA), International Federations (IFs)/ Asian Federations (AFs), National Olympic Committees (NOCs), and National Federations (NFs) in international multi-sports Games

The International Olympic Committee (IOC) is the supreme authority and governing body for sports development at the international level, when the Olympic Council of Asia(OCA) is the authority and governing body for sports development at the Asian level. Together with its constituents, the National Olympic Committees (NOCs), and the National Federations (NFs) under the NOCs, IOC forms a comprehensive world-wide sports management organization.

At the same time, NFs are affiliated to continental sports federations. Most of the NFs in Hong Kong are affiliated to their respective Asian Federations (AFs) and International Federations (IFs). Each of these organizations (i.e. IFs, AFs and NFs) enjoys independence and autonomy in promoting their respective sports. Meanwhile, IOC, OCA and NOCs respect the independence and autonomy of IFs, AFs and NFs in the administration of their respective sports, and they work together to promote sports and to advance Olympism and Olympic Solidarity.

In this spirit of mutual support, the Sports Federation & Olympic Committee of Hong Kong, China (SF&OC), as NOC of Hong Kong, China, has a different role from local NFs but works closely with them. While NFs are members of SF&OC, they enjoy independence and autonomy in athlete training, athlete, coach and professional accreditations, daily operations and finance, and selection of athletes to participate in international Championships / Cups / Tournaments under the jurisdiction of the respective IFs and AFs. NFs may handle the above matters independently without seeking prior permission from NOC, provided that they follow the guidelines as laid down by IFs and AFs.

On the other hand, if a NF would like to participate in the international multi-sports Games patronized by IOC, OCA or the East Asian Games Association (e.g. Olympic Games, Asian Games, East Asian Youth Games), as part of the Hong Kong, China Delegation, SF&OC as NOC of Hong Kong, China must be responsible for the constitution, organization and leadership of such Delegation.

B) Rules and regulations of IOC governing the formation of a NOC delegation taking part in international multi-sports Games

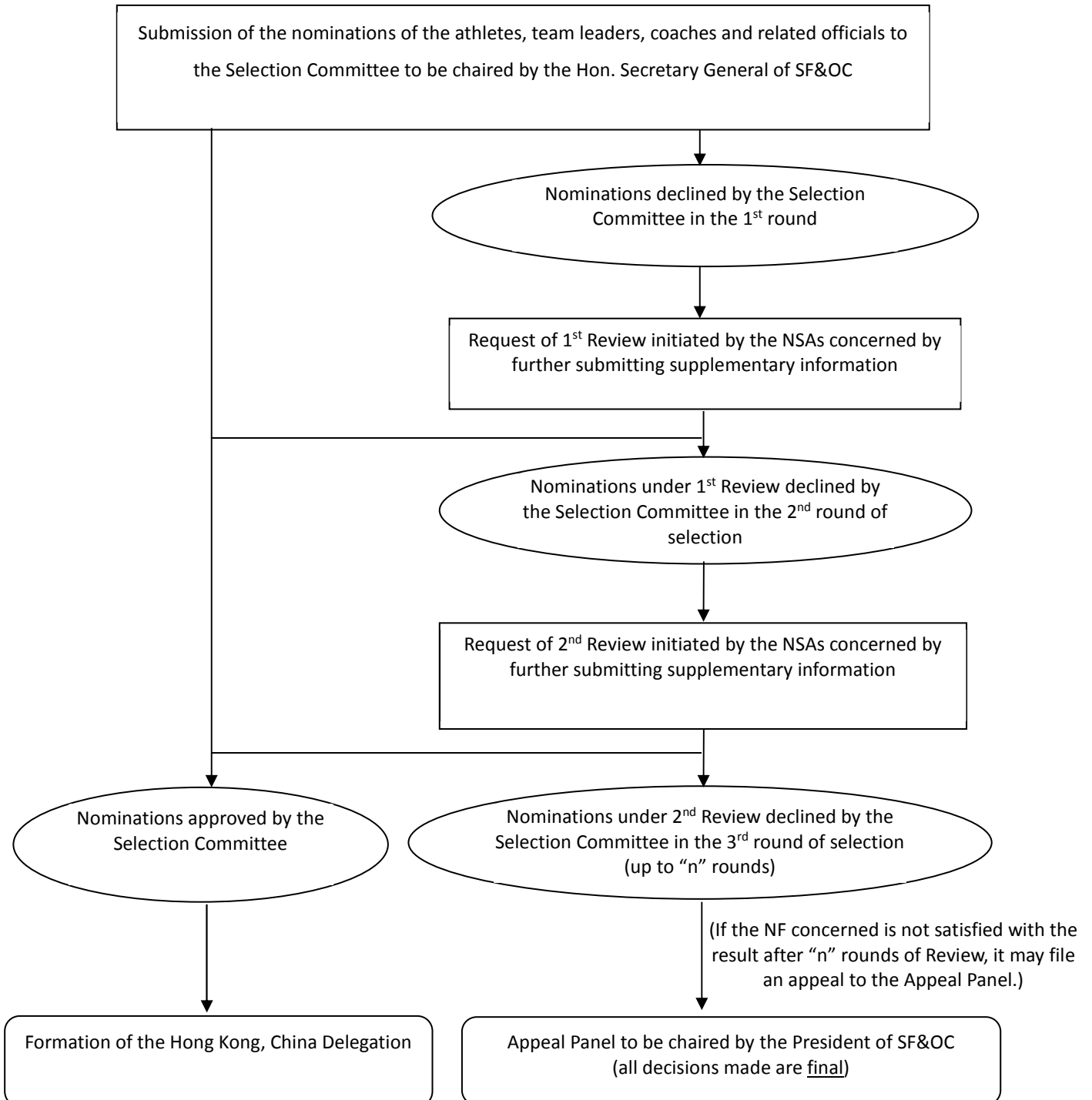
In accordance with the Olympic Charter, SF&OC as NOC of Hong Kong, China has the exclusive authority for the representation of the region in international multi-sports Games (e.g. Olympic Games, Asian Games, Winter Olympic Games, Asian Winter Games, and East Asian Youth Games).

SF&OC has set up the International Multi-Sports Games Selection Committee for each Multi-Sports Games and Appeal Panel in a 4-year appointment cycle for the formation of the Hong Kong, China Delegation taking part in the international multi-sports Games under its jurisdiction. Their compositions are as follows:



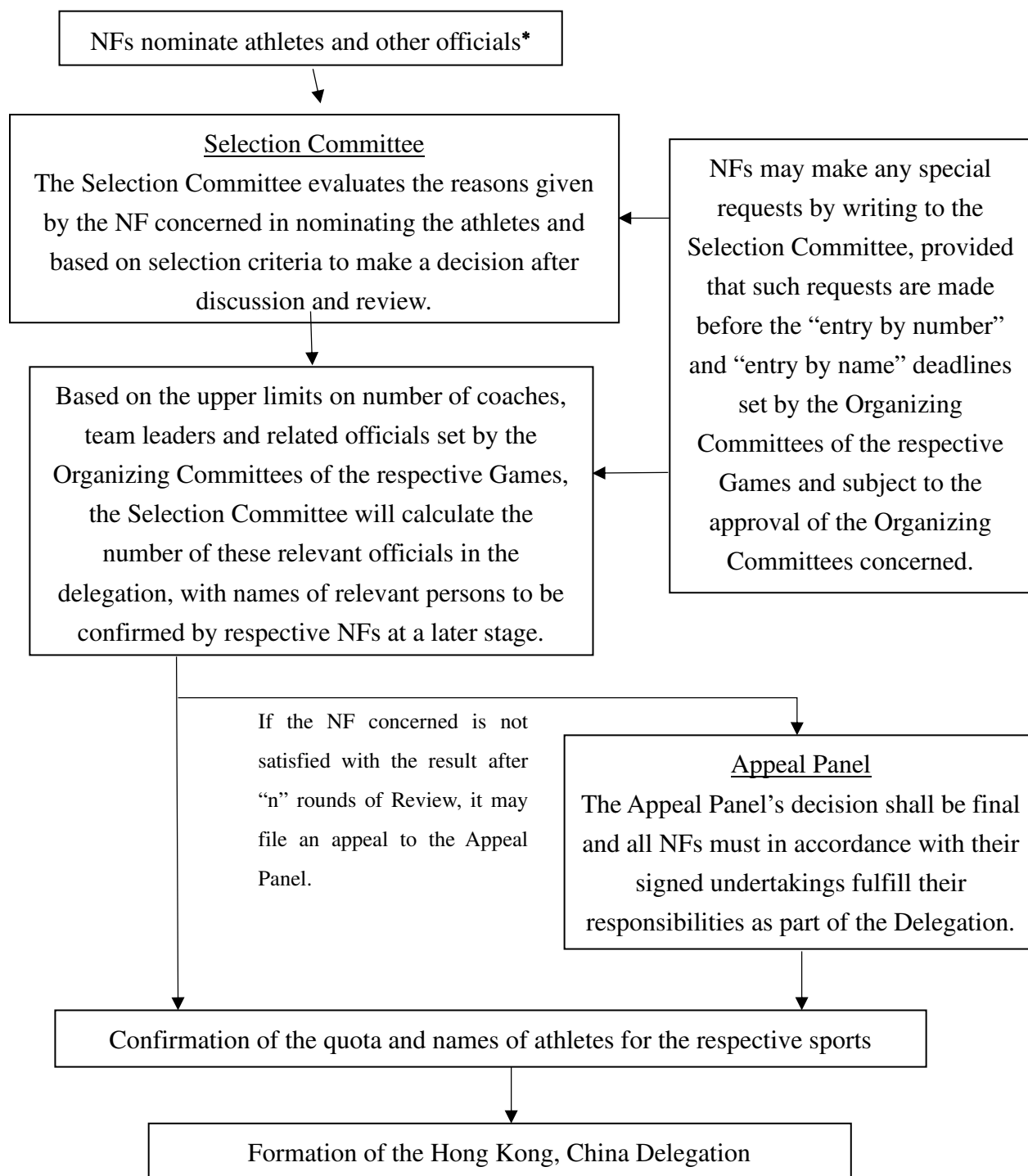
Operation of the International Multi-Sports Games Selection Committee and Appeal Panel

The following chart shows the selection and appeal mechanisms for the formation of the Hong Kong, China Delegation taking part in international multi-sports Games:



C) Formation of the Hong Kong, China Delegation

Please refer to the following chart for the formation process of the Hong Kong, China Delegation:



*For competitions at the Olympic Games level, NFs / athletes must have reached the standards requested by IOC and have been qualified to participate in the Olympic Games.