



# HatTrick programme

## Overview

For more than a decade now, UEFA's successful HatTrick programme has had a positive impact on the development of European football – helping to strengthen the roots of the game across the continent – and it has become one of the largest solidarity and development programmes ever to be established by a sports body.

The HatTrick programme was launched ahead of UEFA EURO 2004 and is entirely funded by revenue from the European Football Championship. It was established to provide financial support to UEFA's member associations in order to develop and foster football at all levels. The programme has evolved into three core areas: **knowledge sharing**, **education** and **financial support**.



**HATTRICK**  
PROGRAMME

### Knowledge sharing



UEFA's Knowledge and Information Sharing Scenario (KISS) was launched in 2005 as an additional element of the HatTrick programme. It offers a wide range of workshops aimed at middle management, bringing together member associations which face similar challenges and helping them to share best practice and expertise. KISS has created a strong network of contacts across member associations and encourages **mutual support**, **cooperation** and **knowledge sharing**. Workshop presentations and other relevant material are available on the UEFA PLAY knowledge-sharing platform.

### Education



Personal development programmes have also been established under the HatTrick programme to meet the professional development needs of the staff of UEFA's member associations. UEFA works closely with renowned universities and academic experts to develop these programmes, which include the **UEFA Certificate in Football Management (UEFA CFM)**, open to UEFA member association staff and stakeholders and consisting of several national editions each year; the **Executive Master in Sport Governance (MESGO)**, a unique course analysing the current and future challenges faced by the leaders of sports organisations; the **UEFA Executive Master for International Players (UEFA MIP)**, a unique programme for former international players; the **UEFA Football Law Programme (UEFA FLP)** for legal specialists; and the **UEFA Women in Football Leadership Programme (UEFA WFLP)**, which supports women who have the potential to become leaders or are already in leadership positions.

### Financial support



Financial support is provided in four-year cycles following each EURO tournament. The funding begins with an initial contribution aimed at developing and improving football in general, followed by an annual solidarity payment to assist with specific project administration costs. Each association is entitled to the same amount of funding.

Below is a breakdown of the HatTrick funding provided to date:



### **HatTrick I (2004–08): €301.6m**

- An initial payment of €1.66m was made to each member association to launch projects developing football at all levels. All projects were subject to the approval of UEFA's HatTrick Committee.
- An annual solidarity payment of €667,000 was made to each association over the four-year period to support participation in UEFA's youth and amateur competitions.
- A further €650,000 was paid to each association specifically for the construction of mini-pitches. An average of 40 mini-pitches were built by each association, with a total of more than 3,000 mini-pitches being constructed to date.

### **HatTrick II (2008–12): €408.1m**

- An initial payment of €2.5m was made to each member association, of which at least 20% had to be allocated to football-related social or grassroots projects. All projects were subject to the approval of UEFA's HatTrick Committee.
- An annual solidarity payment of €1.3m was made to each association. A maximum of €500,000 of that amount was to be used to cover administrative costs, while the remaining €800,000 was to facilitate participation in UEFA's youth, women's and amateur competitions and to implement UEFA's club licensing system and good governance projects as well as the UEFA Grassroots Charter and the UEFA Coaching Convention.
- Ad hoc financial assistance was also provided for projects involving the construction or renovation of stadiums and training centres, as well as for grassroots and social projects.

### **HatTrick III (2012–16): €498.2m**

- An initial payment of €3m was made to each member association to develop football at all levels. All projects were subject to the approval of UEFA's HatTrick Committee.
- An annual solidarity payment of €1.625m was made to each association. A maximum of €600,000 of that amount was to be used to cover administrative costs, while the remainder was to facilitate the development of women's football, participation in youth, women's and amateur competitions, the implementation of UEFA's club licensing system, coaching and refereeing conventions, the UEFA Grassroots Charter and good governance projects, and the appointment of an integrity officer.

### **HatTrick IV (2016–20): €610.5m**

- An initial payment of €3.5m – more than ever before – was made to each member association to develop football at all levels. All projects are subject to the approval of UEFA's HatTrick Committee.
- Each association receives an annual solidarity payment of €1.9m: €750,000 can be used for administrative costs and good governance projects, while the remainder is to facilitate participation in youth, women's and futsal competitions and the implementation of UEFA's club licensing system, elite youth player and women's football development programmes, football and social responsibility programme, coaching and refereeing conventions, the UEFA Grassroots Charter and integrity activities.