



# UEFA HatTrick Programme

For more than fifteen years 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 throughout the continent.

The HatTrick programme was launched during the summer of 2004 for the benefit of UEFA's member associations. Established using revenue from the UEFA European Football Championship (UEFA EURO), it provides them with funding to foster football development at all levels. As suggested by its name, the HatTrick programme comprises three pillars: **financial support**, **education** and **knowledge-sharing**. Since 2019, the education and knowledge-sharing pillars have been administrated by the new UEFA Academy (see [www.UEFAacademy.com](http://www.UEFAacademy.com) for more information).

## Financial support

Financial investment is provided in four-year cycles mirroring each UEFA EURO. The funding is divided into two parts. Firstly, an initial contribution aimed at developing and improving football in general, according to the priorities and level of development of the individual UEFA member association. Secondly, an annual solidarity payment to cover designated project administration costs which is accompanied by annual incentive payments to encourage the development of important sectors, such as grassroots football, women's football, football and social responsibility, elite youth player development, and integrity activities. Each UEFA member association receives the same amount, so funding is not dependent on size or location.

## Education

Education programmes have been set up to meet the professional development needs of staff working in football. The UEFA Academy works closely with renowned academic and professional experts to design these programmes, in three categories. 1) Management programmes offer development opportunities to people working in football at the various stages of their careers, e.g. UEFA Certificate in Football Management (UEFA CFM); Executive Master in Sport Governance (MESGO). 2) Programmes for specialists foster exchanges and discussion between professional experts in a specific area, e.g. UEFA Football Law Programme (UEFA FLP); UEFA Football Social Responsibility Compact Course. 3) The programmes for current and former players provide knowledge and tools to facilitate a successful transition to a career off the pitch, e.g. UEFA Executive Master for International Players (UEFA MIP); UEFA For Players. In addition, the UEFA Academy can develop tailor-made programmes to meet the individual needs of UEFA's member associations.

## Knowledge-sharing

Much of the immense knowledge and expertise accumulated by UEFA over its many years of existence has been compiled into a centralised user-friendly online platform, UEFA PLAY. An invaluable source of football management know-how for the national associations, the platform already contains over 2,000 resources, including best practices and presentations on a vast number of subjects, and is constantly being enriched with new documents and videos.



HatTrick I  
(2004–08)  
€301.6m

HatTrick II  
(2008–12)  
€408.1m

HatTrick III  
(2012–16)  
€513m

HatTrick IV  
(2016–20)  
€610.5m

Below is a summary of the financial support provided so far:

- 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.
- Four annual solidarity payments of €667,000 were made to each association 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.

  

- 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.
- Four annual solidarity payments of €1.3m were made to each association. A maximum of €500,000 of that was to cover administrative costs, while the remaining €800,000 was intended to facilitate participation in UEFA's youth, women's and amateur competitions, as well as the implementation of UEFA's club licensing system and various UEFA regulations.

  

- 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.
- Four annual solidarity payments of €1.625m were made to each association. A maximum of €600,000 of that was to cover administrative costs, while the remainder was intended to facilitate (i) the development of women's football, (ii) participation in youth, women's and amateur competitions, and (iii) the implementation of UEFA's club licensing system, various UEFA regulations, and the good governance and integrity officer programmes.

  

- An initial payment of €3.5m – more than ever before – was made to each member association to develop football at all levels. All projects were subject to the approval of UEFA's HatTrick Committee.
- Four annual solidarity payments of €1.9m are made to each association, €750,000 of which can cover administrative costs and good governance projects, while the remainder is intended for developing women's football and FSR projects, taking part in youth, women's and futsal competitions, and for implementing UEFA's club licensing system, UEFA elite youth player development programme, various UEFA conventions and charters, and integrity activities.