



NATIONAL ASSOCIATIONS DEVELOPMENT

HatTrick VI Programme Guidelines

Edition 2024

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Contents

1. Introduction.....	3
2. HatPro	4
2.1 Introduction.....	4
2.2 Homepage	4
2.3 Incentive payments page	5
3. Investment projects: procedure and payments	6
3.1 Procedure.....	6
3.2 Payments	7
4. Incentive payments: procedure and payments	8
4.1 Procedure	8
4.2 Payments	9
5. Contacts.....	15

1. Introduction

At its meeting in Vienna on 10 May 2022, the UEFA Executive Committee approved the extension of the HatTrick Programme for the period from 1 July 2024 to 30 June 2028, together with an increase in HatTrick investment funding and yearly incentive payments.

HatTrick VI funding consists of the following maximum amounts per UEFA member association:

- HatTrick investment funding: €5m;
- HatTrick incentive funding: an annual contribution of up to €3m.

Maximum amounts	Incentive payments
€1,000,000 INCREASED	Solidarity payment for running costs
€250,000	Participation in UEFA youth, women's, futsal and amateur competitions
€250,000	UEFA club licensing and monitoring system
€300,000 INCREASED	UEFA Women's Football Development Programme
€150,000	UEFA Women's League Development Fund
€100,000	UEFA Minimum Standards Framework for Women's National Teams
€50,000	Club licensing
€250,000 INCREASED	Good governance
€100,000	National Associations Governance Framework
€80,000	Good governance projects
€50,000	UEFA Strategic Development Programme
€10,000	Anti-doping education activities
€10,000	UEFA Medical Education Programme
€250,000 INCREASED	UEFA Grassroots Programme
€200,000 (max.)	Grassroots projects
€50,000 (min.)	School football programme
€150,000 INCREASED	UEFA Elite Youth Player Development Programme
€125,000 INCREASED	UEFA Social and Environmental Sustainability Programme
€100,000	UEFA Coaching Convention
€100,000	UEFA Referee Convention
€75,000 INCREASED	Anti-match-fixing and integrity activities
€40,000	Implementation of the 'European football united for the integrity of the game' resolution & minimum duties
€15,000	Integrity officer
€10,000	Anti-match-fixing education sessions
€10,000	Anti-match-fixing meeting, event or workshop
€150,000 INCREASED	Travelling expenses for national teams
€3,000,000	Total HatTrick VI

Table 1: Overview of the HatTrick VI incentive funding

At its meeting on 4 April 2023, the UEFA Executive Committee adopted the UEFA HatTrick VI Regulations. This document provides UEFA member associations with all the information and processes for the HatTrick VI funding.

2. HatPro

2.1 Introduction

HatPro is the dedicated HatTrick platform that enables UEFA member associations to centrally manage their application forms, intermediary reports, annual reports, final reports and payment requests (the latter for the 'investment projects' branch only) for the following HatTrick VI subprogrammes:

- Investment projects
- Incentive payments:
 - UEFA Women's Football Development Programme
 - UEFA Women's League Development Fund
 - UEFA Minimum Standards Framework for Women's National Teams
 - Good governance:
 - National Associations Governance Framework
 - Good governance projects
 - UEFA Strategic Development Programme
 - Anti-doping education activities
 - UEFA Medical Education Programme
 - UEFA Grassroots Programme:
 - Grassroots projects
 - School football programme
 - UEFA Elite Youth Player Development Programme
 - UEFA Social and Environmental Sustainability Programme
 - UEFA Coaching Convention
 - UEFA Referees Convention
 - Anti-match-fixing and integrity activities:
 - Implementation of the 'European football united for the integrity of the game' resolution & minimum duties
 - Integrity officer
 - Anti-match-fixing education sessions
 - Anti-match-fixing meeting, event or workshop

In addition, the HatPro platform enables UEFA member associations to monitor the status of their various projects within the above programmes (approvals, requests for additional information, etc.), and see what other incentive payments are due.

2.2 Homepage

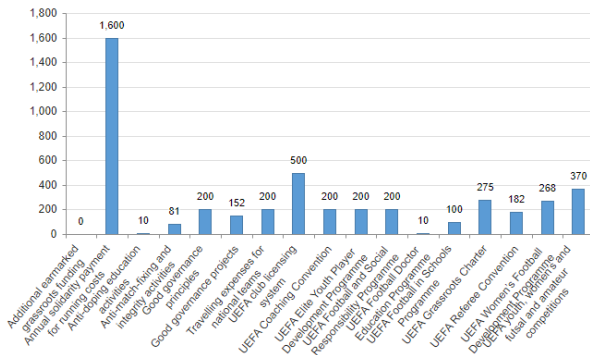
From a financial perspective, this platform allows UEFA member associations to see:

- Investment projects: how much funding remains available for submission, any outstanding payments and payments already credited (from the approved projects)
- Incentive payments: amounts due (amounts correct at the end of May each season)

HatTrick VI Programme – Guidelines

HATTRICK - INCENTIVE PAYMENTS FOR ALL NAs (IN K€)

Total allocated amount: €4,547 out of €7,250



HATTRICK - PAYMENTS STATUS

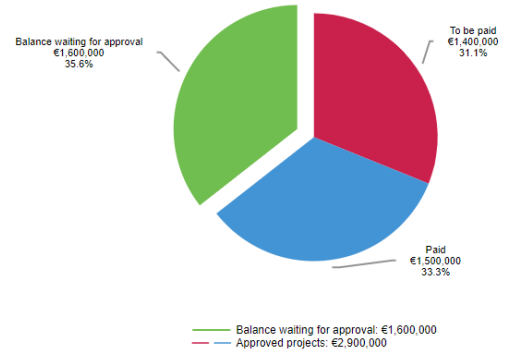


Image 1: HatPro homepage

2.3 Incentive payments page

This page displays the list of all the incentive payments available to UEFA member associations under the HatTrick Programme.

The left-hand column shows the amount already allocated, whereas the right-hand column indicates the maximum amount that UEFA member associations are entitled to receive.

Please note that the values cannot be considered as final until the circular letter about the distribution of the balance of the HatTrick incentive payments has been sent out (in May of each season).

	TOTAL ALLOCATED AMOUNT €2,400,000	TOTAL MAX AMOUNT €2,400,000
<input type="checkbox"/> PROGRAMME NAME	ALLOCATED AMOUNT	MAX AMOUNT
<input checked="" type="checkbox"/> Annual solidarity payment for running costs	800,000 €	€800,000
<input checked="" type="checkbox"/> Anti-doping education activities	10,000 €	€10,000

Image 2: First part of the HatPro incentive payments page

3. Investment projects: procedure and payments

3.1 Procedure

1	• Application	Through the national association only
2	• Examination	UEFA administration
3	• Validation	UEFA HatTrick Committee
4	• Implementation	National association
5	• Monitoring	UEFA administration together with NA
6	• Final report	National association

Graphic 1: Procedure for the 'investment projects'

- 1. Application:** To request funds for investment projects, UEFA member associations must send the UEFA administration an application form, together with the project approval form signed by top management, in HatPro.
- 2. Examination:** Once the application and documentation process has been completed, the UEFA administration examines the project application and submits it with recommendations to the UEFA HatTrick Committee for decision.
- 3. Validation:** The UEFA HatTrick Committee has full discretion to approve or reject projects and to ask for additional documentation if needed. It may also impose implementation conditions. Once a project has been approved, the UEFA administration will draw up an agreement formalising approval of the project and funding, to be signed by UEFA and the applicant association.
- 4. Implementation:** Once the agreement has been signed, the UEFA member association can launch the project.
- 5. Monitoring:**
 - The UEFA member association must provide the UEFA administration with regular reports on progress and how the HatTrick funding has been used, along with any relevant information related to the development of the project.
 - Any difficulties or issues that arise during project implementation must immediately be reported in writing to the UEFA administration, which may refer the matter to the UEFA HatTrick Committee for a re-evaluation.
 - If there is any doubt about the implementation of a project, the UEFA administration may refer the matter to the UEFA HatTrick Committee for a decision.
 - The UEFA administration reserves the right to send its own representatives or appointed experts for site visits, during which they are entitled to review any project documents.
- 6. Final report:** On completion of the project, the UEFA member association must provide the UEFA administration with a detailed final report, including pictures.

The UEFA HatTrick Committee usually meets twice a year (in spring and autumn). The UEFA member association's main contact person will be informed by email from UEFAHatTrick@uefa.ch about the dates and the deadlines for application submissions. Usually, deadlines are seven weeks before the committee meets. A bureau may be set up to deal with urgent approvals between the two meetings.

3.2 Payments

HatTrick investment payments will be made to UEFA member associations based on:

- the conditions laid down by the UEFA HatTrick Committee and set out in the HatTrick agreement signed by UEFA administration and the UEFA member association;
- submission of the intermediary report or final report (once the project is completed) by the UEFA member association in HatPro and its approval by the UEFA administration.

The UEFA member associations can consult the financial tracking section of the application form, to see the amounts paid or due for HatTrick investment projects.

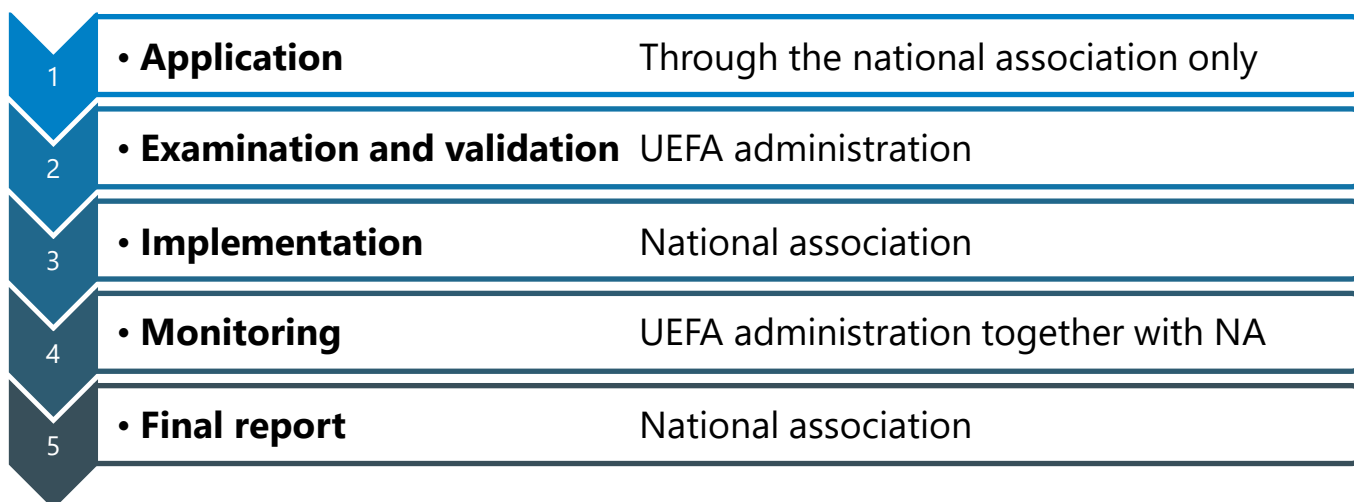
FINANCIAL TRACKING					+
Cycle*	Amount (€)	Date of payment/approval		Status	
HatTrick IV (2016 - 2020)	1,000,000	24/06/2020		Approved	
HatTrick V (2020 - 2024)	2,000,000	24/06/2020		Approved	
HatTrick IV (2016 - 2020)	1,000,000	06/10/2022		Paid	
HatTrick V (2020 - 2024)	1,422,825	06/10/2022		Paid	
HatTrick V (2020 - 2024)	200,000	15/12/2022		Paid	
HatTrick V (2020 - 2024)	377,175	15/12/2022		To be paid	

Image 3: Screen shot of the financial tracking section of an application form (in HatPro) for a HatTrick investment project

4. Incentive payments: procedure and payments

4.1 Procedure

The following procedure is applicable to all the HatTrick incentive initiatives, which are 'project-based' and managed in HatPro.



Graphic 2: Procedure for the HatTrick incentive initiatives 'project-based' and managed in HatPro

1. **Application:** To request funds from the 'incentive funding' branch, UEFA member associations must send the UEFA administration an application form, together with the project approval form signed by top management, in HatPro.
2. **Examination and validation:**
 - Once the application and documentation process has been completed, the UEFA administration examines the project application. Approval depends on:
 - the scope of the project;
 - its value and relevance to the area in question, taking into account the context, stage of development and needs of the UEFA member association concerned;
 - the use of key performance indicators (KPIs) to assess the progression and completion of the project;
 - the detailed information given in the application form and supporting documentation requested.
 - The UEFA administration has full discretion to approve or reject projects and to ask for additional documentation if needed. It may also impose implementation conditions.
 - If any doubts arise during the evaluation process, the UEFA administration may refer the matter to the UEFA committee related to the project area for a decision.
3. **Implementation:** Once the project has been validated, the UEFA member association can launch it.
4. **Monitoring:**
 - The UEFA member association must provide the UEFA administration with regular reports on the progress made and how the HatTrick funding has been used, along with any relevant information related to the development of the project.
 - Any difficulties or issues that arise during the implementation of a project must immediately be reported in writing to the UEFA administration, which may re-evaluate the matter or refer it to the UEFA committee related to the project area for its consideration.
 - If there is any doubt about the implementation of a project, the UEFA administration may refer the matter to the relevant UEFA committee for a decision.

- UEFA administration reserves the right to send its own representatives or appointed experts for site visits, during which they are entitled to review any project documents.
→ UEFA Elite Youth Player Development Programme: A UEFA expert will visit every season to compile a full report on the activities organised by the UEFA member associations and the costs incurred. This visit is capital for the release of the funding linked to this HatTrick subprogramme.
- 5. **Final report:** On completion of the project, the UEFA member association must provide the UEFA administration with a detailed final report, including pictures.

4.2 Payments

Three instalments

UEFA annual solidarity and incentive payments under HatTrick VI (from 2024/25 to 2027/28 UEFA seasons) will be made as follows:

- **First annual payment:** €1,280,000 is due in July and will be automatically transferred into the UEFA member association's bank account;
- **Second annual payment:** A maximum amount of €1,040,000 will be transferred to the UEFA member association's bank account in November. The exact amount will depend on the fulfilment of the criteria and documentation provided. UEFAHatTrick@uefa.ch will send a detailed spreadsheet to general secretaries (with copy to HatTrick Programme coordinators) in November;
- **Payment of the balance:** UEFAHatTrick@uefa.ch will send a credit advice, with a detailed spreadsheet showing the balance that national associations are entitled to receive, to general secretaries (with copy to HatTrick Programme coordinators) in May. The balance will be paid in June.

The following table shows the breakdown for each of the three instalments.

HatTrick VI Programme – Guidelines

Maximum amounts	Incentive payments	Instalment 1 July	Instalment 2 November	Instalment 3 June
€1,000,000 INCREASED	Solidarity payment for running costs	€1,000,000		
€250,000	Participation in UEFA youth, women's, futsal and amateur competitions		€250,000*	
€250,000	UEFA club licensing system	€130,000 (to cover operating costs)		€120,000 (certification-system)
€300,000 INCREASED	UEFA Women's Football Development Programme		€155,000 (for 50% of the UEFA WLDF, 50% of the standards, and UWCL CL)	€145,000 (for 50% of the UEFA WLDF, 50% of the standards, and domestic CL)
€250,000 INCREASED	Good governance		€65,000 (for 50% of the GG projects, and 50% of the UEFA SDP)	€185,000 (for framework, anti-doping education, UEFA MEP, 50% of the GG projects, and 50% of the UEFA SDP)
€250,000 INCREASED	UEFA Grassroots Programme		€150,000	€100,000
€150,000 INCREASED	UEFA Elite Youth Player Development Programme		€100,000	€50,000
€125,000 INCREASED	UEFA Social and Environmental Sustainability Programme		€65,000	€60,000
€100,000	UEFA Coaching Convention		€100,000	
€100,000	UEFA Referee Convention		€100,000	
€75,000 INCREASED	Anti-match-fixing and integrity activities		€55,000	€20,000
€150,000 INCREASED	Travelling expenses for national teams	€150,000		
€3,000,000	Total HatTrick VI	€1,280,000	€1,040,000	Balance = up to €680,000

Table 2: Incentive payments branch – Breakdown of the three instalments

* Breakdown per competition:

- UEFA European Women's Championship	€45,000	- UEFA European Futsal Championship	€20,000
- UEFA European Under-19 Championship	€25,000	- UEFA European Women's Futsal Championship	€20,000
- UEFA European Under-17 Championship	€25,000	- UEFA European Under-19 Futsal Championship	€15,000
- UEFA European Women's Under-19 Championship	€35,000	- UEFA Futsal Champions League	€20,000
- UEFA European Women's Under-17 Championship	€35,000	- UEFA Regions' Cup	€10,000

Flexible payments and requirements

HatTrick incentives will be paid to UEFA member associations based on the following:

Payment in November

- Projects lasting one season:
 - Application form submitted by the UEFA member association in HatPro and approved by the UEFA administration
 - Final report (on completion) submitted by the UEFA member association in HatPro and approved by the UEFA administration
- Projects lasting from two to four seasons:
 - First season: Application form submitted by the UEFA member association in HatPro and approved by the UEFA administration
 - Last season: Final report (on completion) submitted by the UEFA member association in HatPro and approved by the UEFA administration
 - Other seasons: Annual report submitted by the UEFA member association in HatPro and approved by the UEFA administration

Payment in June

- Projects lasting one season: Intermediary report submitted by the UEFA member association in HatPro and approved by the UEFA administration
- Projects lasting from two to four seasons: Intermediary report for each season submitted by the UEFA member associations in HatPro and approved by the UEFA administration

Example based on a four-year project



HatTrick incentive payments will be made according to the documentation provided by the deadlines, as shown in tables 3, 4 and 5.

The instalments depend on whether the criteria have been fulfilled and the requested information/documentation provided by the deadlines. If any information, documentation or report is not submitted, even though the UEFA member association had been reminded to do so, the UEFA administration can decide to withhold the related HatTrick incentive payment.

First annual payment – July each year

Incentive payments	Deadline	Documents	Entitlement
Running costs	N/A	N/A	€1,000,000
Travelling expenses for national teams	N/A	N/A	€150,000
Participation in UEFA youth, women's, futsal and amateur competitions	N/A	N/A	N/A
UEFA club licensing system	N/A	N/A	€130,000 (to cover operating costs)
UEFA WFDP – club licensing	N/A	N/A	N/A
UEFA Coaching Convention	N/A	N/A	N/A
UEFA Referee Convention			N/A
UEFA Women's League Development Fund			N/A
UEFA Strategic Development Programme			N/A
Anti-doping education activities			N/A
UEFA Medical Education Programme			N/A
UEFA Grassroots Programme			N/A
UEFA Elite Youth Player Development Programme			N/A
UEFA Social and Environmental Sustainability Programme			N/A
Anti-match-fixing and integrity activities			N/A
Good governance projects			N/A
National Associations Governance Framework	N/A	N/A	N/A
UEFA Minimum Standards Framework for Women's National Teams	N/A	N/A	N/A

Table 3: First annual payment – Deadlines, requirements and entitlement

Second annual payment – November each year

Incentive payments	Deadline	Documents	Entitlement
Running costs	N/A	N/A	N/A
Travelling expenses for national teams	N/A	N/A	N/A
Participation in UEFA youth, women's, futsal and amateur competitions	Deadlines from UEFA Competitions Division	Registration forms sent to UEFA Competitions Division	€250,000
UEFA club licensing system	N/A	N/A	N/A
UEFA WFDP – club licensing	Deadlines from UEFA Club Licensing Unit	Based on the assessment and documents sent	€30,000
UEFA Coaching Convention	31.07	Application form in HatPro	€100,000
UEFA Referee Convention			€100,000
UEFA Women's League Development Fund		Projects lasting 1 season: <ul style="list-style-type: none"> - Application form in HatPro - Final report in HatPro Projects lasting from 2 to 4 seasons: <ul style="list-style-type: none"> - Application form in HatPro (first season only) - Annual report in HatPro, or - Final report in HatPro if final season 	€75,000
UEFA Strategic Development Programme			€25,000
Anti-doping education activities			N/A
UEFA Medical Education Programme			N/A
UEFA Grassroots Programme			€150,000
UEFA Elite Youth Player Development Programme			€100,000
UEFA Social and Environmental Sustainability Programme			€65,000
Anti-match-fixing and integrity activities			€55,000
Good governance projects			€40,000
National Associations Governance Framework	N/A	N/A	N/A
UEFA Minimum Standards Framework for Women's National Teams	30.09	Based on the assessment and documents sent	€50,000

Table 4: Second annual payment – Deadlines, requirements and entitlement

Third annual payment – Balance paid in June each year

Incentive payments	Deadline	Documents	Entitlement
Running costs	N/A	N/A	N/A
Travelling expenses for national teams	N/A	N/A	N/A
Participation in UEFA youth, women's, futsal and amateur competitions	N/A	N/A	N/A
UEFA club licensing system	Deadlines from UEFA Club Licensing Unit	Based on the assessment by SGS Auditors and documents sent	€120,000
UEFA WFDP – club licensing	Deadlines from UEFA Club Licensing Unit	Based on the assessment and documents sent	€20,000
UEFA Coaching Convention	N/A	N/A	N/A
UEFA Referee Convention			N/A
UEFA Women's League Development Fund	28.02	Intermediary report in HatPro	€75,000
UEFA Strategic Development Programme			€25,000
Anti-doping education activities			€10,000
UEFA Medical Education Programme			€10,000
UEFA Grassroots Programme			€100,000
UEFA Elite Youth Player Development Programme	N/A	Based on the reports by EYPDP experts	€50,000
UEFA Social and Environmental Sustainability Programme	28.02	Intermediary report in HatPro	€60,000
Anti-match-fixing and integrity activities			€20,000
Good governance projects			€40,000
National Associations Governance Framework	30.09	Based on the assessment and documents sent	€100,000
UEFA Minimum Standards Framework for Women's National Teams	28.02	Based on the documents sent	€50,000

Table 5: Third annual payment – Deadlines, requirements and entitlement

Deadlines

To simplify the application and reporting processes, identical documentation deadlines have been set for most HatTrick subprogrammes. Please refer to the tables 3, 4 and 5 of this document.

5. Contacts

- Specific questions on investment payments:
 - Valentina Mercolli (Valentina.Mercolli@uefa.ch), or
 - Denis Bastari (Denis.Bastari@uefa.ch)
- Specific questions on HatTrick incentive payments:
 - **Participation in UEFA youth, women's, futsal and amateur competitions**
Claudio Negroni (Claudio.Negroni@uefa.ch)
 - **UEFA club licensing and monitoring system**
Daniele Bernardi (Daniele.Bernardi@uefa.ch)
 - **UEFA Women's Football Development Programme**
Dan Whymark (Dan.Whymark@uefa.ch)
Alyssa Lagonia (Alyssa.Lagonia@uefa.ch)
 - **NAs Governance Framework and good governance projects**
Mariana Trandafir (Mariana.Trandafir@uefa.ch)
 - **UEFA Strategic Development Programme**
Manuel Ruess (Manuel.Ruess@uefa.ch)
 - **Anti-doping education activities**
Thomas Rossier (Thomas.Rossier@uefa.ch)
 - **UEFA Medical Education Programme**
Luka Aleksić (Luka.Aleksic@uefa.ch)
 - **UEFA Grassroots Programme**
Ulf-Rauno Marquard (Ulf-Rauno.Marquard@uefa.ch)
Alexander Stanischewski (Alexander.Stanischewski@uefa.ch)
 - **UEFA Elite Youth Player Development Programme**
Gabrielle Chassot-Athekame (Gabrielle.ChassotAtheKame@uefa.ch)
 - **UEFA Social and Environmental Sustainability Programme**
Monica Namy (Monica.Namy@uefa.ch)
 - **UEFA Coaching Convention**
Jozef Záhorský (Jozef.Zahorsky@uefa.ch)
 - **UEFA Referee Convention**
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