



No. 65/2023

TO UEFA MEMBER ASSOCIATIONS

For the attention of
the President and the General Secretary

Your reference

Your correspondence of

Our reference
EAG

Date
18 December 2023

UEFA National Associations Governance Framework

Dear Sir or Madam,

In accordance with UEFA's objective to "promote and protect ethical standards and good governance in European football" (Article 2(1)(f) of the UEFA Statutes), on 27 September 2018 the UEFA Executive Committee approved a set of ten good governance principles as recommendations for UEFA's member associations. These principles, which were linked to HatTrick V incentive payments, have significantly improved governance standards at national level.

The start of the new HatTrick cycle in 2024/25 is a prime opportunity to further enhance good governance and to propose an updated framework for UEFA's member associations. This opportunity was acknowledged by the participants of the first two editions of the UEFA Convention on the Future of European Football, held on 9/10 September 2021 and 9/10 November 2022.

Against this background, a joint working group comprising members of the UEFA National Associations Committee and of the UEFA Governance and Compliance Committee was established to develop the UEFA Governance Framework for National Associations. That framework, based on a draft developed by the UEFA administration, was endorsed by both committees and subsequently adopted by the UEFA Executive Committee at its meeting in Limassol on 26 September 2023.

The new framework establishes robust governance standards, emphasising UEFA's commitment to providing practical governance guidance and support to its member associations. Structured as a self-assessment questionnaire, the framework encompasses five core sections: democracy, transparency, integrity, control mechanisms, and policies & internal procedures. Each section includes a set of indicators divided into three categories: 'developing', 'developed' and 'advanced'.

To support the implementation of the framework, the HatTrick VI programme will provide each UEFA member association with an annual incentive payment of up to €100,000 for meeting the indicators. Member associations will need to submit a self-assessment, which will be reviewed and evaluated by the UEFA administration. Funding allocation will depend on fulfilment of the indicators, with a gradual progression over the four-year cycle. However, meeting the advanced indicators will not be a prerequisite for obtaining the full funding. In addition, member associations falling short of the required score for full funding will have the opportunity to direct the unallocated funds to projects aimed at improving their score. The associations' organisational autonomy and their specific regulatory contexts, which may impact compliance, will be taken into account at all times throughout the evaluation.

The UEFA administration will collaborate closely with member associations, providing the necessary guidance and support. Specific guidelines will be produced, containing detailed information on the process and related funding mechanisms. In addition, information sessions will be organised before kicking off the 2024/25 season.

To facilitate UEFA's support, member associations are kindly asked to nominate a contact person and provide their contact details to governance@uefa.ch, by **31 January 2024**. This designated individual will be invited to the information session (exact date to be communicated in due course).

We look forward to working together to continuously elevate the benchmarks of governance in European football.

Yours faithfully,

U E F A



Theodore Theodoridis
General Secretary

Enclosure

- UEFA National Associations Governance Framework

cc (with enclosure)

- UEFA Executive Committee
- UEFA Governance and Compliance Committee
- UEFA National Associations Committee
- European members of the FIFA Council
- FIFA, Zurich
- ECA
- EL
- FIFPRO Europe
- FSE