



The HatTrick Review 2004 - 2014

10
★YEARS★

WE CARE ABOUT FOOTBALL



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10

★YEARS★

HATTRICK – A MAGICAL WORD!

All players dream of scoring a hat-trick at some point in their careers. Today, though, the word means so much more than that. Thanks to my predecessor – UEFA's honorary president, Lennart Johansson – it is now synonymous with solidarity, sharing and development. Through its HatTrick programme, UEFA shows solidarity, shares its revenue, and helps its member associations, large and small, to develop themselves and their football infrastructure.

There is no finer programme, and no finer philosophy. That is why, at its meeting in Astana on 24 March 2014, the UEFA Executive Committee decided to continue the programme and increase the funding further still. Under HatTrick IV, which will run from 2016 to 2020, UEFA's 54 member associations will share a total budget of €600m – more than ever before.

Thus, exactly ten years after its creation, HatTrick is now one of the largest solidarity and development programmes ever to be

established by a sports body. It is a hugely significant initiative, and this splendid publication – with its overview of projects all over Europe that have been partly or fully financed by the UEFA HatTrick programme – will show you just how much impact it has had to date.

I hope you enjoy this review – and that the HatTrick programme continues to work its magic for many years to come!



Michel Platini
UEFA President





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★ YEARS ★

INTRODUCTION

The UEFA HatTrick programme was launched at the end of 2003 and is entirely funded by revenue from the UEFA European Football Championship. Running in four-year cycles alongside the international tournament, it was established to provide financial support to the UEFA member associations in order to develop and foster football at all levels in Europe. In addition to the investment funding, the UEFA HatTrick programme has also branched out to offer knowledge-sharing, training and educational programmes.

The HatTrick Review is an eye-opening compilation of UEFA member association development projects carried out over a ten-year period (2004–14), examining and explaining the direction taken and methods used to derive the optimum results from this unique funding programme. In presenting their selection of the most efficient and beneficial HatTrick projects, the UEFA member associations have created a comprehensive overview of the programme and a guide to infrastructure development, good governance, long-term investment and social programmes.

If the European football family needed confirmation of the success of the UEFA HatTrick programme, this review **proves** its excellence. HatTrick funding is a lifeline for some member associations and a valuable financial contribution for others. In all cases, the funding changes the way we play football – especially in crucial areas of the game, such as **grassroots and youth development**. UEFA is proud to present this review; it is a true representation of what we can achieve together and underlines the dedication and hard work of our 54 member associations.

HATTRICK – WHERE IS THE MONEY INVESTED?

HatTrick I

Phase one: 2004–08

163

investment projects approved

82%

received additional contributions
from other parties

€301.6m

of available funding,
including annual solidarity payments
and investment project funding

9%
IT

9%
Artificial turf

14%
HQ

19%
Social-Grassroots

24%
Training centres

25%
Stadiums

HatTrick II

Phase two: 2008–12

171

investment projects approved

86%

received additional contributions
from other parties

€408.1m

of available funding,
including annual solidarity payments
and investment project funding

4%
IT

4%
HQ

9%
Artificial turf

23%
Training centres

28%
Stadiums

32%
Social-Grassroots

HatTrick III

Phase three: 2012–16

€1.625m

in solidarity payments
(per member, per year)

€3m

available per
UEFA member association
for investment project funding
(monitored by the UEFA HatTrick
Committee)

2%
IT

4%
Other

8%
Social-Grassroots

12%
Artificial pitches

25%
Stadiums

49%
Training centres/Academies/HQ

HatTrick IV

Phase four: 2016–20

€600m

of funding will be made available
to the 54 UEFA member associations
– more than ever before

IT: Information Technology
HQ: Headquarters

ALBANIA



Founded: **1930**

UEFA affiliation: **1954**

HatTrick funding in Albania has made an enormous difference to the development of football at both club and grassroots level. To begin with, the Football Association of Albania (FSHF) submitted a project to renovate **ten natural grass pitches** nationwide and construct an **additional four training pitches**. The project was given the green light by the UEFA HatTrick Committee and has resulted in greatly improved

playing conditions, as well as raising the standard of the domestic championship in terms of safety and the playing environment.

The next step taken by the FShF was the installation of **12 new full-size artificial training pitches** across the country. Artificial pitches allow much more daily use, so they are ideal for regular club training sessions, as well as grassroots and youth and amateur football. In conjunction with this particular HatTrick project, UEFA also provided a **professional course on artificial pitch maintenance** to ensure the pitches are kept in the best possible condition, with a long life span. The UEFA HatTrick programme has also opened up new relationships for the FShF, which now works closely with

numerous municipalities and schools to improve football facilities and raise the profile of the game. A common partnership, for example, has the municipality install the sub-base and the football association donate the natural or artificial pitch. This form of cooperation has proved very successful and supports football at grassroots level, allowing more opportunities for children and communities to unite. Looking to the future, the FShF is currently researching a business plan for a **new national stadium** to be built on the site of the existing Stadiumi Kombëtar Qemal Stafa. The new venue would host both major domestic and international matches, with revenues eventually supported by commercial real estate development on the surrounding site.

"The UEFA HatTrick programme is the core project for the development of football in Albania. The additional funding and professional support has proved crucial to our current success and plays a key role in our vision for the future."

Armand Duka, FShF President





"The impact of HatTrick in Andorra has been outstanding. We have overcome some difficult geographical issues and built fantastic new infrastructure, even in the remotest of areas. We have raised the profile of football and created more opportunities to play the game. HatTrick has also given relevance to our daily cooperation with stakeholders and has helped to establish the FAF as a reliable and experienced partner."

Tomàs Gea, FAF General Secretary



ANDORRA



Founded: **1994**

UEFA affiliation: **1996**

In April 2008 the new **Alàs Sporting Centre** was officially inaugurated by the Andorran Football Federation (FAF). This was the first project supported by HatTrick – a purpose-built training centre to encourage participation and nurture talent and development. A superb modern facility, it is also regularly used by the Andorran national teams, allowing them to train together in a modern and exclusive football environment.

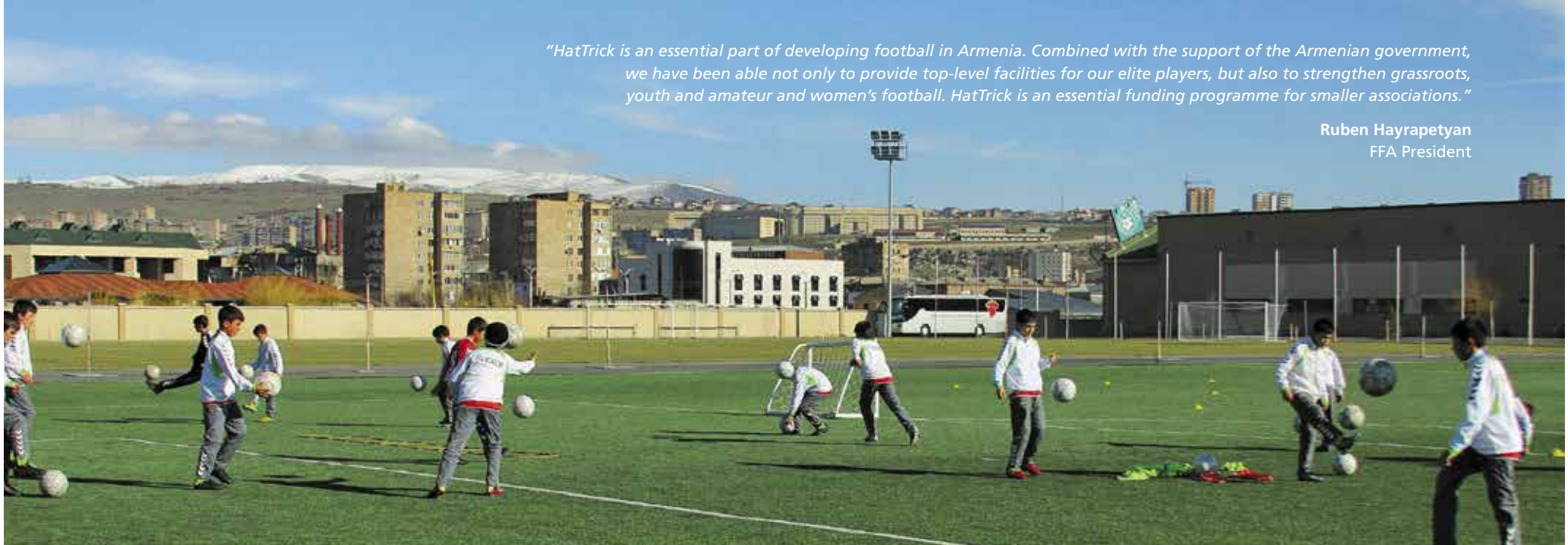
Also using HatTrick funding, the FAF has installed a **series of mini-pitches**. Working in close cooperation with local communities, it has placed them in close proximity to schools and public leisure areas. The shortage of level terrain in Andorra made this no easy task and, amazingly, the **mini-pitch at Pas de la Casa is the highest in Europe at an altitude of 2,100m.**

Another key area of cooperation between the UEFA HatTrick programme, the FAF and the Andorran government is the construction of the national stadium.

This joint project has strengthened the important relationship between the FAF and the sport's governing body; both are working to achieve the best possible venue for national and international football in Andorra and fully understand the inherent importance of the project from both a sporting and a social perspective.

"HatTrick is an essential part of developing football in Armenia. Combined with the support of the Armenian government, we have been able not only to provide top-level facilities for our elite players, but also to strengthen grassroots, youth and amateur and women's football. HatTrick is an essential funding programme for smaller associations."

Ruben Hayrapetyan
FFA President



10 ARMENIA



Founded: **1992**
UEFA affiliation: **1992**

During HatTrick I and II (2004–12), the Football Federation of Armenia (FFA) built the first **National Team Technical Centre and Football Academy** in Yerevan. This centre is an outstanding resource for the FFA, comprising three grass pitches, an artificial pitch and eight training pitches. It also houses an academy for up to 150 students, including accommodation, restaurants, classrooms, a library and meeting rooms. The centre includes a hotel, which is used



for the Armenian national teams and visitors, as well as an indoor football hall, indoor and outdoor swimming pools and a rehabilitation and fitness centre. Today, the centre is fully operational, serving the men's and women's national football and futsal teams, and is the main educational hub for upcoming players. It also hosts a variety of coaching and refereeing courses.

Under HatTrick III, Armenia has also launched an exciting project to renovate the **Hrazdan Stadium** in Yerevan in accordance with UEFA's stadium regulations. There is still work to be done, but the first stage is already complete and has addressed the following:

- installation of a new floodlight system;
 - two new scoreboards (video screens);
 - complete reconstruction of the pitch, including a drainage/irrigation system and a running track;
 - three new training pitches;
 - renovation of all public areas, such as staircases, concourses and sanitary facilities, both inside and outside the stadium.
- Another project foreseen under HatTrick III is the construction of the **Gyumri Youth Football School**. Gyumri is the second largest Armenian city and football traditions there are very strong. The new school will centralise both the daily tuition and the long-term guidance of young and talented players.

AUSTRIA



Founded: **1904**
UEFA affiliation: **1954**

To launch HatTrick, the Austrian Football Association (ÖFB) started with **Projekt 12**, which involved getting individual professional coaches to work with groups of carefully selected young and talented players ranging from 15 to 21 years of age. The players were chosen by the ÖFB's national team coaches and subsequently trained in four key areas: technique and tactics, fitness and conditioning, health and sports medicine and sports psychology. Such training is essential to all-round development – both physical and mental – preparing the players for performance at elite level in a highly competitive international environment. The association then changed direction under HatTrick II, aiming to strengthen and broaden its external communications network. Working together with its regional members, the ÖFB created a web portal (www.fussballoesterreich.at), which now represents the central information point for Austrian football, allowing match officials, clubs and volunteers to fulfil their obligations regarding the administration of domestic competitions. More than 120,000 games a year are reported directly in the database. The portal also acts as a gateway to essential news and developments, such as key decisions taken in football administration or new tournaments and events. More recently, under HatTrick III, the ÖFB has launched its **girls' national football academy** to help the Austrian women's team and national youth teams to compete at a higher level in international football. The academy also hosts a youth talent programme for the most accomplished female players ranging from 14 to 19 years of age.



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"HatTrick has made it possible for us to implement a variety of important development projects for domestic football. The projects, once proved successful, were also the catalyst for establishing the supervisory board (Lenkungsteam), where we can regularly discuss new development ideas with our partners and regional and national authorities. Our working relations are excellent and serve to ensure that the game is constantly evolving."

Leo Windtner, ÖFB President





AZERBAIJAN



Founded: **1992**

UEFA affiliation: **1994**

The UEFA HatTrick programme was of immense support to the Association of Football Federations of Azerbaijan (AFFA) in its formative years, first helping to fund **the construction of the new headquarter offices in Baku.**

The **AFFA Football Academy** was funded under HatTrick II. It was built specifically for training, with a particular focus on youth development and the integration of women's football. The academy is fully equipped with all the facilities required for regular training programmes, including specialist coaching staff and instructors. An additional mini-pitch was installed next to the academy, and this is often used for grassroots events linked to the facility or the local community.

HatTrick was also a key partner in the construction of the **Dalga Arena and Bayil Stadium.** Bayil Stadium was built in central Baku with a full-size artificial pitch and seats 3,000 spectators. The venue hosted matches at the FIFA U17 Women's World Cup and is regularly used by local football clubs and schools. The stadium is run by AFFA representatives, who manage the grounds in terms of maintenance and event planning, as well as providing instruction in coaching and training sessions.

The **Dalga Arena** is located approximately 35km from Baku in a leisure and recreation area by the seaside. The stadium has a full-size artificial pitch and a capacity of 6,700. It also hosted matches for the FIFA U17 Women's World Cup, and today it is the primary location for national team training and development, as well as UEFA club competition matches.

Under HatTrick III, the construction of the **Dalga National Training Centre** is now under way. The new centre is a continuation of the Dalga Arena and will focus on the further development and preparation of national teams.

"Each HatTrick project implemented in Azerbaijan has been a genuine milestone for football development. The central offices in Baku were a natural starting point for AFFA to consolidate its resources and start managing and improving football, and since then it has been an exciting story of change, growth and development."

Elkhan Mammadov, AFFA General Secretary

BELARUS



Founded: **1989**

UEFA affiliation: **1993**

In 2004, under HatTrick I, the Football Federation of Belarus (BFF) installed a full-size artificial pitch at the **Football Academy of the Republican Olympic Training Centre** in Minsk. This reinforced the facility as a centre of excellence and upgraded the player environment. As a result, training sessions can be run all year round, improving players' skills and reducing the risk of injury. Access has been improved at all levels, and the pitch is used for a wide range of matches,

including the domestic league and regional, international, youth, amateur and women's football.

In 2008, under HatTrick II, the BFF continued to construct artificial pitches, this time as part of a new **indoor football arena**. Today, the arena is considered a lifeline for football in Belarus, hosting an extensive list of youth tournaments, as well as league matches and the Belarus Super Cup. In winter, it can be used for up to 15 hours a day – from 08.00 to 23.00 – which serves to keep football alive and kicking during the cold months, when outdoor activities can be a challenge!

With the support of HatTrick III, the BFF is currently well under way with the construction of the new **National Team Technical Centre** in Minsk. Belarus has an

impressive 15 national teams (men's, women's, youth and futsal). The centre will create a training and development hub for those teams, preparing them to compete at the highest level. The facilities will include three heated football pitches with floodlights (two of which will have artificial turf), a fitness centre, a medical and rehabilitation centre, and a hotel and restaurant.

The Belarusian government has also been an essential and supportive partner, both in terms of financial assistance and in terms of outlining the direction football should take, in close cooperation with the federation. Equal opportunities and grassroots are key factors in their vision for the future, as is continuing to modernise and improve infrastructure to ensure a safe and productive environment.

"We are looking to double the number of young, talented players and create new amateur competitions to drive growth. HatTrick has helped us to build over 100 mini-pitches in Belarus and a further 10 artificial pitches are under construction which is outstanding."

Sergei Roumas
BFF President



"HatTrick has facilitated numerous high-quality projects that have produced excellent results in Belgium. It has also served as a catalyst to drive development by encouraging increased government support and resources."

François De Keersmaecker, URBSFA-KBVB President



BELGIUM



Founded: **1895**
UEFA affiliation: **1954**

The UEFA HatTrick programme first supported the Royal Belgian Football Association (URBSFA-KBVB) in the creation and structuring of its new social responsibility network, **Football+Foundation**. The foundation operates as a knowledge centre for social development programmes and, working in close cooperation with partners and sporting bodies, has created an independent project base. External project applications are also considered for approval and support.

All funding is applied using the foundation's €1 for €1 concept, whereby each euro provided by the foundation is matched by a euro of government funding at national, regional or local level. The Football+Foundation launched the **Belgian Homeless Cup** (a spin-off of the Homeless World Cup) and **Football Kick-Off**, which is an amateur tournament for people with learning disabilities. They are role models for promoting **diversity and football for all**, and also address the issues of homophobia and sexism in the game. For more information, visit www.fplusf.be.

Following UEFA EURO 2000, which was hosted by Belgium and the Netherlands, the URBSFA-KBVB decided to embark on building a new **national team training centre in Tubize**.

HatTrick gave its approval to the project and the centre now serves as the focal point for Belgium's national team development. The URBSFA-KBVB's technical department is based at the centre, enabling them to work in the best possible location and in optimal conditions.

HatTrick has also supported the URBSFA-KBVB in the **modernisation and renovation** of their offices. In Brussels, this includes the creation of a **new visitor centre and conference facilities**. In Liege, new work space, meeting facilities and a cafeteria have been installed. These upgrades have significantly improved overall efficiency and the work environment for staff, management, member clubs and stakeholders.



"The impact of social change has been fantastic and is especially visible among children, who are now enjoying football as part of normal life. Given the current economic climate, funding for social projects can be in short supply, so UEFA's HatTrick funding has made an enormous difference to what we can achieve."

Jasmin Baković
NFSBiH General Secretary



BOSNIA & HERZEGOVINA



Founded: **1992**

UEFA affiliation: **1998**

The first HatTrick project with the Football Federation of Bosnia and Herzegovina (NFSBiH) was the construction of a **national training centre in Zenica**, some 70km from Sarajevo. The land was donated by the Zenica municipality, which works in close cooperation with the NFSBiH on the daily operations of the centre. The facility is now fully operational, its primary objective being the development of the country's national teams. There are regular training camps, tournaments, workshops and courses related to the development of football in areas such as refereeing, coaching, medical regulations and club licensing. The NFSBiH has also been a staunch supporter of social projects, helping to reunite and reconcile the population in the wake of the Yugoslav wars. HatTrick has been proud to partner a **series of community and educational programmes** promoting acceptance and integration through football.

Football Unites the Alps, the Adriatic and the Balkans was one such project using football as an instrument to encourage intercultural exchange with a view to overcoming discrimination (particularly in the youth teams). In this light, the youth tournament **Balkaniade** brought together both boys' and girls' Under-16 teams from all over the region. This tournament was complemented by a **Football Unites** workshop, which brought regional and international stakeholders together to discuss best practices to drive out racism from sport. A Fair Play Award for Tolerance was also introduced in the Bosnian and Herzegovinian Premier League.

A new HatTrick project building **nine mini-pitches for special needs groups** is now underway and four have already been completed.

BULGARIA



Founded: **1923**
UEFA affiliation: **1954**

The UEFA HatTrick programme began with the Bulgarian Football Union (BFU) in 2004, with the first project focusing on **grassroots football** and the construction of **40 mini-pitches** located in **40 different municipalities**. The pitches were carefully positioned near to schools and community areas to encourage more children to play football on a daily basis. The ministry of finance worked in close partnership with the BFU on this project, assisting it both financially and in practical terms. Today, those mini-pitches are still going strong and have become an important part of the local communities.

HatTrick is now supporting a long-term development project: the **BFU National Training Centre and House of Football**. This new football facility is also backed by the Bulgarian government, the national assembly and the governor of Sofia. The grounds will include three football pitches – two grass and one artificial turf – accommodation with a health spa, an indoor football hall and the headquarters of the Bulgarian Football Union.



"HatTrick has certainly raised the bar for football in Bulgaria, raising the profile of the association and the clubs and triggering renewed interest and support on the part of the general public. Best of all, more children can enjoy football because of the increased and widespread facilities and the regular training opportunities."

Borislav Mihaylov

BFU President and UEFA Executive Committee member



CROATIA



Founded: **1912**

UEFA affiliation: **1993**

To date, the UEFA HatTrick programme has supported two important projects with the Croatian Football Federation (HNS), which is constantly working towards improved infrastructure.

HatTrick was a supporting partner in the provision and installation of the new **scoreboard** at Stadion Maksimir in Zagreb. This upgraded the stadium's facilities and reinforced the HNS's good relations with the city of Zagreb, which owns the stadium, along with the home club, GNK Dinamo Zagreb.

In December 2012, HatTrick also facilitated the acquisition of the new **HNS headquarters**. The offices are now fully equipped and operational, creating a new operation hub for the development and management of football in Croatia.

"The new headquarters are a big step forward in terms of the daily business processes, ensuring optimum working conditions for employees and federation bodies. We are faster and more efficient as a result. The HatTrick programme is an important resource, not only in providing additional funding, but also in nurturing new business relationships and partnerships. HatTrick is the substance behind the UEFA mission statement 'We care about football'."

Davor Šuker
HNS President

CYPRUS



Founded: **1934**
UEFA affiliation: **1962**

The Cyprus Football Association (KOP/CFA) acquired their **new headquarters in Nicosia** with the support of HatTrick I funding. The football association had grown considerably, and the additional space and central position in the city gave it a new lease of life. As a result, its communications and daily working relations with the affiliated clubs and regional authorities was greatly enhanced, and the association now provides tremendous support and the efficient management of football across the country.

Both HatTrick I and HatTrick II also supported the installation of mini-pitches nationwide. In the first instance, **40 mini-pitches** (20m x 20m) were built and installed at various locations. The pitches were always linked to a public school, a football club or a local community centre. This brought football to towns and cities far and wide and, quite simply, got more children playing the game. Growth through the grassroots remains a priority for the KOP/CFA and the second wave of **20 mini-pitches** (20m x 40m) was completed in March 2014.



The Football Association of the Czech Republic (FAČR) is currently **expanding its headquarters in Prague** and using funding from the latest phase of the UEFA HatTrick programme to support the renovation work. These new headquarters will represent the **main hub** for the overall administration and development of Czech football. The immediate benefits will be a structured working environment, as well as a new educational centre for key subjects such as coaching, infrastructure, youth development and training. Another UEFA HatTrick project – which won an award for excellence in 2013 – was to restructure the **player registration** process within the Czech Republic. In the past, registration was only feasible in two locations (Prague and Olomouc), but this hampered the nationwide

process in terms of operations, travel and costs. The new system, which is centralised at the FAČR's headquarters, now **delegates registration to 12 regional football associations**, allowing easier access for clubs and players, as well as more timely and local assistance. HatTrick funded the IT equipment at the regional offices, bringing them into contact with each other and their customer base. It has also worked well financially, in that registration revenues can be used directly on-site by the appropriate regional association – for example, to host regular youth tournaments or to purchase new equipment.

The association is also proud of a particular HatTrick project related to medical matters in football, which has proved highly effective and educational. Through a **medical workshop** for the doctors of the Czech national teams and clubs, the FAČR staged an **introduction and information session on UEFA's minimum medical requirements**. The workshop included both theory and practical sessions, and the feedback from all participants was very positive. Education and knowledge-sharing are essential to master and understand such specific areas, which must adhere to strict regulations.



"HatTrick is the bricks and mortar of our new headquarters which, we believe, will make a huge difference to the management and growth of football in the Czech Republic. We cannot necessarily afford such development projects independently, so external assistance and financial partnerships are vital. Placing our employees in a central working environment will facilitate communications and lead to a stronger workforce and a more efficient governance structure."

Miroslav Pelta, FAČR President



DENMARK



Founded: **1889**

UEFA affiliation: **1954**

Good governance has been a key area of change for the Danish Football Union (DBU) – HatTrick funding helped to restructure the internal management and decision-making process and implement the best possible resources, knowledge and experience. The DBU has since established 15 expert committees and application forms for membership are available on the DBU's website. Applicants are asked to carry out a process of self-evaluation based on a selection of competencies relevant to each committee. The transparency of this new procedure is a milestone for the DBU and part of its new strategic vision for the future of Danish football.

ClubOffice is another highly successful DBU project funded by HatTrick. It initially began as an online

management tool for club data, teams, players, mailing lists, calendar functions, membership information and a billing system. HatTrick has since supported its further expansion, including **electronic player passports** for not only the elite clubs, but **all clubs and all 350,000 players** registered in Denmark. **GAME ON** is also a new function acting as a comprehensive guide to match preparation. For example, electronic team sheets and live scores from grassroots games can now be linked to Facebook, which is great fun for the youth level, as well as their friends and families. Through ClubOffice, the DBU has positioned itself as the central service provider for its members and, at the same time, created an integrated football administration system that has increased efficiency and streamlined communications.



"In the last eight years HatTrick and the DBU have built more than 50 full-size artificial pitches together. The pitches are a key factor in the development of Danish football and I remain convinced about this type of future investment. Training has improved, especially in the cold weather, and our cooperation with clubs and local authorities has strengthened and grown over the years,"

Allan Hansen
UEFA Executive Committee member,
Chairman of the HatTrick Committee
and former DBU President



ENGLAND



Founded: **1863**
UEFA affiliation: **1954**

Today, some **30 FA Girl's Centres of Excellence** are successfully up and running launched by The Football Association (The FA), HatTrick and Sport England. This also includes a **regional Centre of Excellence** based in the South West, providing accessibility to girls from all over the region. The centres are for talented players aged 7 to 17 years and, currently, there are 1,800 girls in the programme. There is a minimum of two training sessions a week plus a weekly fixture. Football is the number one team sport for

women in England, and the centres have taken that passion and turned it into a reality on the pitch. More recently, the centres have focused on the development of female goalkeepers and goalkeeping coaches, which has been very well received. There is also a comprehensive in-house training programme that ensures the staff are teaching to the highest level and reflecting the local environment and social make-up of the community.

The FA has also launched a national **RESPECT** campaign to highlight and reduce poor behaviour in football. This has had a fantastic impact over the last five seasons, increasing referee recruitment and retention while at the same time reducing assaults on match officials and reducing overall levels of cautions, dismissals and misconduct charges. The result is a much improved environment for children

to learn the game. **RESPECT** has attracted much interest from governing bodies both domestically and internationally and it is supported by Sport England, which is funded by the British government, and HatTrick.

The UEFA HatTrick programme also supports the **equality and child protection team** based at The FA's offices in Wembley. The child protection caseload was reduced significantly by additional staffing resources in 2012/13, with targets for further reduction next season.

The safeguarding team deals specifically with safeguarding and protecting children in football. Any person who may pose a threat to children is risk managed, and some are suspended while a risk assessment is conducted.

"HatTrick has genuinely helped The FA to implement these extremely valuable social projects. The results are tangible both on and off the pitch and justify the substantial relevance we place on being socially responsible."

Greg Dyke
The FA Chairman





"The renovation of Narva Kalevi Stadium was a real turning point for us. It has taken football to a more remote region of Estonia and launched a new and developing relationship with that particular community."

Anne Rei, EJL General Secretary



ESTONIA



Founded: **1921**

UEFA affiliation: **1992**

The UEFA HatTrick programme has mainly supported the construction and renovation of infrastructure with the Estonian Football Association (EJL), and there have been three key projects to date.

The **Keila Terviserajad football stadium** was built in 2008/09, first with an artificial pitch and then with a natural grass pitch. This was a joint operation involving the Estonian Football Association, HatTrick and the local municipality and it was a huge success in terms of growth. Today, the venue welcomes the Estonian national youth and women's teams. The home club, Keila JK, has now expanded to comprise two amateur men's teams, six youth teams and 200 members. The venue is regularly used by other clubs, schools, companies and the wider community.

More recently, HatTrick has helped to fund the complete renovation of **Narva Kalevi Stadium**, as well as the construction of **Lilleküla Jalgpallihall, Estonia's first full-size indoor football hall.**

These projects have had a significant impact on the growth and development of football in Estonia – providing not only an improved environment for playing the game, but also new stands for spectators and public facilities. Both locations are regularly used by the Estonian Football Association for training promising young players, organising grassroots events and hosting tournaments.

FAROE ISLANDS



Founded: **1979**

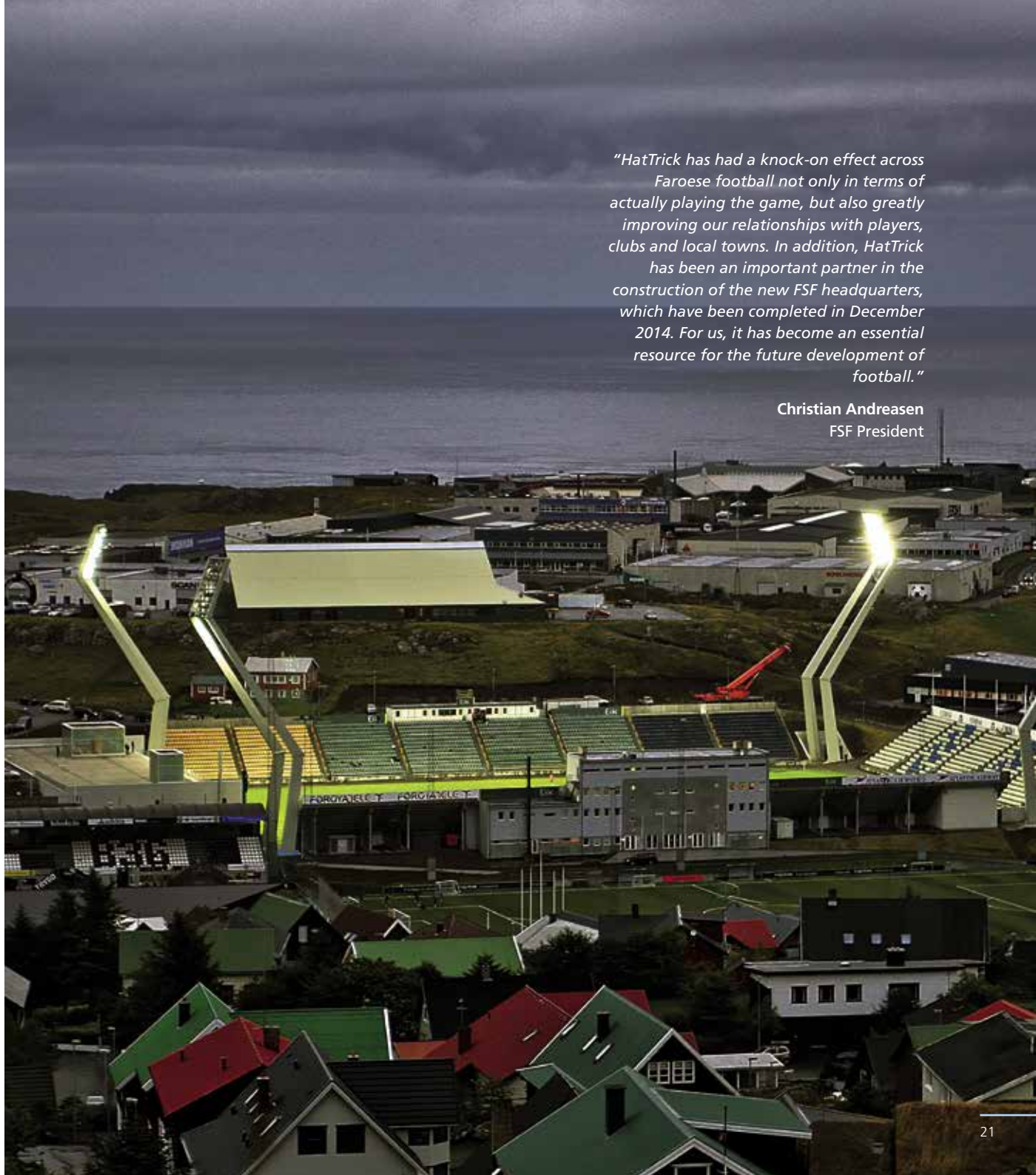
UEFA affiliation: **1990**

Following the introduction of artificial turf in the 1980s, both interest and access to football shot up in the Faroe Islands. Since then, the Faroe Islands Football Association (FSF) has worked hard to develop football infrastructure with the support of the UEFA HatTrick programme. For example, the Tórsvøllur stadium (which holds 5,000 spectators) was built in Torshavn in 1999, replacing Toftir as the main national team hub. In 2011, HatTrick funded the **installation of floodlights** (1400 LUX), extending the operational hours of the stadium and facilitating both official matches and regular training sessions well after dark. Also with the support of HatTrick, the main football stadiums have changed from natural grass to **artificial turf**. This has completely changed the way football is played in the Faroe Islands, ensuring **good quality football every day**, even in the coldest of climates.

The FSF has also set up an **infrastructure support fund**, where municipalities and clubs are invited to apply for additional funding to improve football facilities. Since 2011, a total of nine clubs have received new artificial pitches, which have been joint development projects with local authorities.

"HatTrick has had a knock-on effect across Faroese football not only in terms of actually playing the game, but also greatly improving our relationships with players, clubs and local towns. In addition, HatTrick has been an important partner in the construction of the new FSF headquarters, which have been completed in December 2014. For us, it has become an essential resource for the future development of football."

Christian Andreasen
FSF President



FINLAND



Founded: **1907**
UEFA affiliation: **1954**

The introduction of indoor football halls back in the 1970s was probably the turning point for Finnish football, simply by making it more accessible. In 2009, the Football Association of Finland (SPL-FBF) hosted the UEFA Women's EURO, clearly demonstrating how far it had come in terms of managing and promoting the game. The more recent nationwide construction of artificial pitches has led to further development at the grassroots level, again raising the profile of the game and allowing it to flourish across all levels.

HatTrick in Finland has three key elements. At the forefront is the **artificial pitch programme**, which was launched specifically to drive development by creating more opportunities to play and attracting new players, clubs and communities. In the cold weather, there is no doubt that artificial pitches are the most efficient option. All it takes is a structured maintenance programme and football can be played all year round in comfort and safety. There are now **300 artificial pitches** in Finland, nearly half of which have been built with the assistance of HatTrick.

HatTrick is also partnering a **stadium development programme**, which so far comprises 16 specific projects developing stadium infrastructure across the country. The areas being addressed are, for example, the installation of floodlighting, new stands and the renovation of buildings, plus security improvements such as fitting CCTV cameras or turnstile access points. Another important HatTrick partnership is the **Eerikkilä Sports Institute**, which is now widely recognised as the hub of football development in Finland. It is operational all year round and fosters player development, national team training, coaching courses and fitness programmes. The facilities are top quality, with three outdoor pitches for summer training, and an artificial pitch and a full-size indoor pitch for winter training. On-site accommodation is also available, with a health care centre for relaxation and rehabilitation.



"The artificial pitch programme has changed the clubs' perspective on infrastructure. Now they can build and maintain their own grounds in partnership with the local authorities and community. Some clubs have reported up to a 50% increase in membership as a result of the artificial pitch being installed."

Pertti Alaja, SPL-FBF President



FRANCE



Founded: **1919**

UEFA affiliation: **1954**

The UEFA HatTrick programme in France has mostly revolved around youth development – both in amateur and in elite football. In 2007, the French Football Federation (FFF) launched **a mini-pitch project**, and over 40 such installations are now in operation across the country.

To optimise usage, the pitch locations were carefully selected, ensuring close proximity to football clubs, schools, leisure centres and public areas. The basic aim was to encourage more children to play football, with a particular focus on 6 to 11-year-olds. Some of the pitches are also used for outdoor futsal, which is increasingly popular.

HatTrick has also helped the FFF to expand and streamline its regional **elite youth training centres** for male and female players. Young adults demonstrating a genuine talent for football require dedicated training and guidance as they mature. These centres, named **"Pôles Espoirs,"**

focus on protecting the young players (to ensure optimum development in a safe environment), technical skills, regular training sessions and a healthy lifestyle. The FFF statistics show that a **Pôle Espoir graduate is three times more likely** to succeed as a professional football player. The FFF has also used HatTrick funding to launch a new **internal marketing structure** working, in particular, on fan base development for the French national teams and increasing support. Ticketing, merchandising and public relations have all proved to be crucial elements in the success of the FFF's new marketing approach.

"The HatTrick mini-pitch project has been a great success for youth football. There are so many boys and girls on the pitches enjoying the game. It has also strengthened our relationships with the regional football associations, as they led the pitch development process along with the local authorities and worked within the communities to encourage participation."

Florence Hardouin
FFF Chief Executive Officer



FYR MACEDONIA



Founded: **1948**

UEFA affiliation: **1994**

Today, the Football Federation of Macedonia (FFM) is working hard to advance the development of football. However, as in other small countries, resources can be limited and support is needed to build basic football infrastructure. HatTrick has gone a long way towards solving the problem, joining forces with the government and local authorities to build and refurbish football facilities nationwide.

To begin with, HatTrick I supported the **renovation of five key stadiums** in Prilep, Strumica, Skopje, Tetovo and Kumanovo. HatTrick II funded an invaluable project resulting in the inauguration of the **FFM House of Football and Training Centre**, which is equipped with two natural grass and two artificial training pitches. Ilcho Gjorgjoski, the FFM's president, is convinced that this infrastructure development programme can change the course of football in the country. The upcoming HatTrick project involves the **installation of ten new artificial pitches**. The aim is to push new development opportunities further afield into more widespread regions of the country, and we have to start by providing basic infrastructure. The pitches will be built in the cities of Veles, Gostivar, Bitola, Prilep, Gorce Petrov, Stip, Ohrid, Tetovo, Strumica and Kratovo.



"We have made excellent progress. The FFM headquarters now provide a central and efficient base to steer progress. The training centre is focused on improving our national teams' performance, working tirelessly with our senior and Under-21 teams, as well as other youth teams."

Ilcho Gjorgjoski, FFM President



"HatTrick funding is about 30% of the GFF's annual income, so it is a very important resource. The educational side of HatTrick is also extremely valuable, having helped us to set new priorities and strategic objectives. Through cooperation and the implementation of best practices, we are turning our vision for football infrastructure into a reality."

Revaz Arveladze, GFF General Secretary

GEORGIA



Founded: **1990**
UEFA affiliation: **1992**

The UEFA HatTrick programme first supported the Georgian Football Federation (GFF) in the **construction of its new headquarters**, which officially opened in 2002. This created a hub for football development in Georgia, which now oversees the overall administration and management of

the game across the country. HatTrick has also supported a **range of infrastructure development projects** undertaken by the GFF in cooperation with the government and local municipalities. **Three artificial pitches** have been installed in separate locations, creating new, safe and modern facilities for grassroots development and youth tournaments. In 2010, the city of Tbilisi officially transferred ownership of the **Mikheil Meskhi Stadium** to the GFF, which has since upgraded the stadium using a large amount of HatTrick funding. Today the stadium is regularly used by national

teams and football clubs for both domestic and European competitions, as well as other sporting and community events.

The GFF, in cooperation with the ministry of education and science and HatTrick, has also launched an annual **youth development tournament called "Schoolball"**. When it started in 2006 in Tbilisi, only a small group of public schools (approximately 2,000 pupils) were able to participate. Today, it has evolved into a much larger nationwide youth tournament, with up to 13,000 school children aged 10 to 13 taking part.

★ YEARS ★

GERMANY



Founded: **1900**
UEFA affiliation: **1954**

Wolfgang Niersbach took over at the helm of the German Football Association (DFB) in 2012. Today, he is also a member of the UEFA Executive Committee and remains convinced that a combination of consistency and open cooperation between professional football and the grassroots is what leads to the successful growth and development of football.

The UEFA HatTrick programme has supported the DFB in a variety of development projects, including the construction of over **1,000 mini-pitches nationwide**. Those mini-pitches were built in cooperation with local municipalities and purposefully placed near to schools and community centres to increase access to safe and modern football facilities, so more children would be encouraged to play football. Grassroots football is particularly important to the DFB, not only in terms of promoting football at a young age and fostering new talent, but also in terms of positively influencing youngsters by ensuring a greater understanding and acceptance of cultural diversity and social integration. HatTrick funding also helped to launch the DFB's **innovative IT solution for match organisation and club services in Germany**. That online platform supports the overall management of football administration and provides a wide range of information on events and tournaments, as well as procedures for players, clubs, regional football authorities and match officials. The platform has since been upgraded to manage the organisation of international football relations as well.



"The UEFA HatTrick programme is an excellent resource for national associations to use, complementing their own football development schemes. The scope of the funding has also helped us to go the extra mile in terms of the vision and goals that we are realistically able to achieve."

Helmut Sandrock, DFB General Secretary

GREECE



Founded: **1926**

UEFA affiliation: **1954**

In partnership with the Hellenic Football Federation (EPO) and numerous municipalities, the UEFA HatTrick programme has helped to fund the construction of **32 training centres and 40 mini-pitches**. This infrastructure development programme was launched to **modernise and improve the quality of football infrastructure nationwide**, thereby raising overall performance levels in both amateur and professional football. It has also increased opportunities to play football in local communities and has generated new interest in the game. Women's football and futsal have also received a generous boost in popularity simply as a result of **more access to better football facilities**.

Such an exhaustive infrastructure programme requires an efficient administration process, and this role has been confidently taken on by the regional football associations. The construction works were tendered for centrally and approved by the EPO, but once the training centres were complete and fully operational their day-to-day management was handed over to the appropriate regional football association. The delegation of responsibility in this context has resulted in **new relationships** being forged between the regional associations and their local community groups. It has also **strengthened the ties** between the overarching EPO and the affiliated regional football associations. An increase in revenue from the commercial utilisation of the training centres has also improved regional financial resources.



"The UEFA HatTrick programme is at the core of football infrastructure in Greece today. The new mini-pitches are used by thousands of boys and girls, developing football at grassroots level and encouraging more children to play. The training centres have become essential to the local communities, football clubs and schools and provide a quality location to train and focus on youth development."

Pafsanias Papanikolaou
EPO General Secretary

HUNGARY



Founded: **1901**

UEFA affiliation: **1954**



"HatTrick has been an important resource for us. The new headquarters were the first step in a series of infrastructure developments that have changed the profile of Hungarian football. The technical centre is primarily for developing national teams, but there are also many events and tournaments for grassroots, youth and amateur football. Making sure the centre operates to its maximum potential is a key priority for the Hungarian football family, as well as the wider community."

Márton Vági, MLSZ General Secretary

To begin in 2004, the UEFA HatTrick programme approved a project to **build new headquarters** for the Hungarian Football Federation (MLSZ). Previously, the MLSZ shouldered expensive rental fees, but ownership of that building and land has now resulted in significantly reduced operating costs and a much improved working environment, as well as a central location for its employees.

The last two phases of HatTrick have been dedicated to the construction and development of the **Hungarian Football Federation Technical Centre**. Located in Telki, the centre is not far from the main MLSZ offices in the south of Budapest. The construction of the technical centre was led by the MLSZ, and the centre was officially opened in 2009. Stretching across six acres of land, there are four football pitches: one artificial pitch, two natural grass training pitches and one central pitch with a stand for 200 spectators. The grounds also boast a beach soccer pitch and a futsal hall, as well as a four-star hotel with 64 rooms, restaurants, conference facilities and a rehabilitation and fitness centre.

Also with support from HatTrick, the **technical centre is now undergoing further renovations**, including the installation of an indoor swimming pool and a pitch heating system, the expansion of the stand and equipment upgrades for both the hotel and the fitness centre.



"The support from the UEFA HatTrick programme has definitely been the single most important factor in improving facilities for football in Iceland. The mini-pitch project and the construction fund are both leading factors in growth and development. They have provided a range of excellent new facilities for our clubs and players."

Thórir Hákonarson
KSÍ General Secretary



ICELAND



Founded: **1947**
UEFA affiliation: **1954**

The Football Association of Iceland (KSÍ) joined the UEFA HatTrick programme with a plan to develop football infrastructure. The passion was there, but the Icelandic people simply lacked the pitches on which to play! Eyjólfur Sverrisson, a well-known Icelandic national team player, led the first mini-pitch project, and **111 new mini-pitches were built nationwide**.

Each pitch was installed with under-floor heating, making them playable all year round, which has been fantastic for the more remote communities. The project has also given a boost to the relationships between the KSÍ and Iceland's regional cities, towns and villages, as each mini-pitch was officially opened by the local authorities and has since become a central resource and meeting point for the various communities.

In 2008, with the support of HatTrick II, the KSÍ launched the **KSÍ Construction Fund**. The fund has enabled many new projects to renovate or build football grounds. In the region of €1m has been distributed, funding over 30 new infrastructure projects.

Grassroots development is also a key subject for the KSÍ. More recently, HatTrick has funded a **goalkeeper camp** for children. That first camp was attended by 51 boys and 32 girls aged 14 and 15. It was organised by the KSÍ's goalkeeper coaches and the national team coaches and included an educational session on health and nutrition. A new series of goalkeeper camps is being planned.

ISRAEL



Founded: **1928**

UEFA affiliation: **1994**

Together with the Israel Football Association (IFA), the UEFA HatTrick programme first made its mark in Israel as a partner in the **renovation of Itztadion Ramat Gan**. Completed in 1951, Israel's principal stadium has a capacity

of approximately 40,000 and is the main venue for all major international matches, such as FIFA World Cup qualifiers and UEFA Champions League games. The stadium underwent a series of important renovations in 1982 and HatTrick later financed the installation of a **new electrical system, floodlighting and a CCTV system**.

In April 2012, the UEFA President, Michel Platini, visited Israel to attend the official inauguration of the new **Shfayim Technical Training Football Centre**. The centre was a partnership project led by the IFA: the land was generously

donated by the Kibutz Shfayim and much of the construction and equipment was funded by the UEFA HatTrick programme. The grounds comprise two full-size football pitches, one of them artificial, with seating for 400 spectators. There is on-site hotel accommodation and restaurants, as well as conference and debriefing facilities. On a daily basis, the centre supports all Israeli men's and women's teams, from youth level all the way through to the senior teams. Grassroots development is also a strong feature and there are regular events and football festivals supported by the local communities.



"The positive impact of HatTrick in Israel is clear to see. Itztadion Ramat Gan is now a world-class stadium built to the highest specifications. The Shfayim football centre is all about the future and will take patience and investment, but it is an essential development tool for football in Israel."

Avraham Luzon

UEFA Executive Committee member
and former IFA President



ITALY



Founded: **1898**

UEFA affiliation: **1954**

Perhaps the most remarkable project undertaken by the Italian Football Association (FIGC) with the support of the UEFA HatTrick programme is **Vivo Azzurro** – a long-term investment project launched by the FIGC focusing on culture, social integration and education. Using football as a role model, Vivo Azzurro aims to endorse important values in society, such as respect, loyalty, imagination, passion and team spirit. In terms of structure, it is best described as a travelling football roadshow that is replicated and hosted by a selection of Italian host cities, linked to national team matches. Each new edition of Vivo Azzurro involves local authorities, schools and universities, youth and amateur football clubs and the local community.

Lasting approximately one month, it is officially opened with the presentation of a Città Azzurra del Calcio plaque to the mayor of the host city. The **Museum of Football** then opens its doors, and so begins an energetic series of grassroots events, training sessions, matches and educational workshops. In 2013, Vivo Azzurro received the **UEFA HatTrick Award for Best Investment**.

The UEFA HatTrick programme has also funded the publication of two key FIGC reports: first, the **Sustainability Report**, which provides a transparent status report on football and social responsibility activity managed by the Italian FA; and second, the **ReportCalcio**, a study (now in its fourth edition) analysing the overall status and balance of Italian and international football. Other HatTrick projects include the implementation of a CSR strategic plan for corporate social responsibility and the organization of The Hall of Fame of the Italian Football - 2014 Edition, with Diego Armando Maradona entering the Hall of Fame as “best foreign player” and Carlo Ancelotti as “best coach”.



“Vivo Azzurro represents the direct meeting point between the National Team and the football family; this project has proved to be very successful for improving relations with our community both socially and in terms of development of the local territory. The UEFA HatTrick Award assigned to FIGC is an incentive to further promote the values of football through the Azzurri.”

Carlo Tavecchio
FIGC President



"HatTrick is a crucial investment programme for the development of football. The government already shares our vision for football in Kazakhstan and with the support of HatTrick, we will be able to turn that exciting vision into a reality."

Yerlan Kozhagapanov
KFF President

KAZAKHSTAN



Founded: **1914**
UEFA affiliation: **2002**

The development of football infrastructure is a priority for the Football Federation of Kazakhstan (KFF). In 2006, with the support of HatTrick, the KFF set out to build **mini-pitches and there are now 41 in use nationwide.**

The sites were selected through a regional application process, the key criterion being the provision of land by the appropriate municipality. In turn, the assembly of the mini-pitches was funded and carried out by the KFF. Of the 16 regions in the country, 13 applied for these new football facilities and, today, there are on average three mini-pitches per region. Precedence was given to locations supporting schools and football clubs, thereby optimising usage and community benefit.

HatTrick was also a partner in the construction of the **KFF National Team Training Centre** in Talgar, a suburb of Almaty. The centre was officially opened in May 2010 and is now the home of Kazakhstan's national teams. It is purposefully situated in quiet and rural surroundings to encourage unity, concentration, privacy and rest. Modern in structure, there are two natural grass pitches and one artificial pitch, as well as an on-site hotel, dining facilities, a health spa and a recreational area.

Now under way, the next KFF project is to build the **House of Football and Training Centre** in Astana. When complete, the football complex will house the KFF's head offices and include a stadium for up to 3,000 spectators.



LATVIA



Founded: **1921**

UEFA affiliation: **1992**

The Latvian Football Federation (LFF) has used the vast majority of its HatTrick funding to build new, high-quality football facilities across the country. Under HatTrick II, for example, a total of **12 full-size pitches and 7 non-standard pitches** were built. They were all positioned in close proximity to schools and sports centres, the idea being to provide physical education classes for pupils in the morning and youth team matches and football club training sessions in the afternoon. The pitches are also used for numerous LFF official league matches, as well as youth tournaments and social events.

All of the facilities have been **built in partnership**, jointly supported by the LFF and a regional spread of municipalities. As a general rule, the municipality agreed to maintain the local surroundings and lay the pitch base, and the LFF then installed the surface area and perimeter.

Jānis Mežeckis, General Secretary of the LFF, explains: "Much has been accomplished so far, and we will continue to build and restore football facilities nationwide. It is very important for young people to make sport an integral part of their lives, and we want to make sure football is widely available and perceived as a popular team sport that both boys and girls can enjoy."

"The main goal for us has been to build more football infrastructure across Latvia, with emphasis on regional youth development and living an active and healthy life. The UEFA HatTrick programme has supported the LFF in creating a strong foundation for future development, and we are confident we will soon start to see strong improvement within our national youth football teams."

Guntis Indriksons
LFF President



"Without the HatTrick funding, Liechtenstein's Home of Football would not have become a reality. It will also be an important factor in the approval of the plans to build a technical centre for our national teams, not only providing the necessary financial support, but also reinforcing the need for such a facility, as well as putting UEFA's quality seal on the project."

Matthias Voigt
LFV President

LIECHTENSTEIN



Founded: **1934**
UEFA affiliation: **1974**

Liechtenstein is a small principality with a big love of football. Today, the Liechtenstein Football Association (LFV) represents the interests of seven clubs, with teams for both sexes and all

age groups. Overall, there are about 2,000 registered football players in Liechtenstein. The LFV boasts some very successful and traditional football clubs, such as FC Vaduz and FC Balzers, and it is also dedicated to further developing youth football and, ultimately, the performance of its national teams. The UEFA HatTrick programme has so far supported one essential project in partnership with the LFV: the acquisition of the association's **headquarters** in Schaan. The **Home of**

Football was officially opened in April 2006, and today it serves as the operational centre for football in Liechtenstein. The LFV is in the planning phase of a future development project to build a **technical centre for its national teams**. Currently in discussions with the government and local authorities, the LFV sees this project as a fundamental requirement for the future growth and development of football in Liechtenstein.

★YEARS★

LITHUANIA



Founded: **1922**
UEFA affiliation: **1992**

The UEFA HatTrick programme was proud to partner the first major infrastructure project undertaken by the Lithuanian Football Federation (LFF): the construction and expansion of the **Football Academy in Kaunas**. The academy focuses on the development of Lithuania's national youth teams. It includes a multi-pitch complex, an indoor football hall, on-site player accommodation, management offices, and conference and learning facilities. In 2013, the LFF hosted the final round of the UEFA European Under-19 Championship, and the first wave of emerging academy players was able to compete in the tournament.

The next project increased the momentum of the development of football infrastructure in Lithuania. Working in cooperation with HatTrick, and alongside cities and local authorities, the LFF completed the installation of **ten full-size artificial pitches**. The partnerships were simple but effective: the federation agreed to provide all elements of the artificial pitch, while the local authorities were responsible for the maintenance and general upkeep of the facility and its surroundings. With the support of HatTrick, the federation is now working on the **LFF national stadium project**, the main aim being the expansion and renovation of the existing infrastructure to attain a UEFA category 3 stadium. The project also includes new headquarters for the LFF, the restructuring and optimisation of the performance of the LFF, and a healthy new working environment for staff. A natural grass pitch has also been replaced with an artificial pitch, thereby increasing access to football all year round, even in unfavourable weather conditions.



"HatTrick has given a huge boost to football facilities in Lithuania through major project development. The experience gained in this area has allowed us to tap into other financial resources and new partners. We are now operating on a much higher level – not only in terms of sport, but also in terms of the overall administration and management of football across the country."

Julius Kvedaras, LFF President



10 LUXEMBOURG



Founded: **1908**
UEFA affiliation: **1954**

President of the Luxembourg Football Federation (FLF) since 2004, Paul Philipp believes that the main focus must be the development of youth football, because that particular age category is where the key priorities can be set for the future. The UEFA HatTrick Programme I and II supported the **construction and extension of the FLF's headquarters and the National Football Training Centre**. The main headquarters now represent the hub of football development in Luxembourg, and the modern facilities at the training centre offer a protected environment for both practical and strategic development.

"The FLF could not have realised this extensive project without the financial backing of HatTrick. As a result, Luxembourg now has a football base designed to grow the game across all levels. We are delighted with our progress so far, and our future plans for HatTrick III funding will certainly involve further infrastructure development at the training centre."

Paul Philipp
FLF President



“Over the last nine years, HatTrick funding has been the backbone of the largest infrastructure investment programme ever undertaken in Malta. The overall benefits are difficult to measure, but what is certain is that the UEFA HatTrick programme offers a footballing legacy that will be enjoyed for many years to come. The educational and knowledge-sharing aspects of the UEFA HatTrick programme are also crucial to the continued development and good governance of the MFA.”

Norman Darmanin Demajo, MFA President



MALTA



Founded: **1900**
UEFA affiliation: **1960**

Across all three phases of the UEFA HatTrick programme, the Malta Football Association (MFA) has used the investment funding to renovate existing and construct new football infrastructure. Between 2004 and 2008, the new **Millennium Stand and the MFA's headquarters**

at Ta'Qali National Stadium were completed. The national stadium also received a new **scoreboard**, and a number of important **mini-pitches** were installed in carefully selected locations, facilitating access to football even in the remotest areas of the island.

Following on from that, the MFA focused on the establishment of a **national training centre for grassroots football**, as well as a second wave of football **infrastructure development**. This major programme included the renovation of existing grounds and the

construction of **five new regional football pitches**, to further promote and encourage increased participation by football clubs, schools and local communities. As a result, Malta has experienced a sharp rise in the number of football activities taking place all over the island, mainly owing to a substantial increase in registrations at children's football academies and nurseries. Partnerships with local schools have also become popular now that easy access to safe and modern football facilities is widely available.

MOLDOVA



Founded: **1900**

UEFA affiliation: **1993**

Safe and modern football infrastructure is an absolute prerequisite if the Football Association of Moldova (FMF) is to achieve its vision for football. During the first phase of the UEFA HatTrick programme, funding was used to install an impressive **250 mini-pitches and 14 standard pitches** across the country. This was the first step in a challenging long-term strategic plan to build new infrastructure and bring football to the forefront of sport in Moldova. "In particular, the mini-pitches helped us to build new relationships with municipalities who have generously contributed to their installation and maintenance. These partnerships are extremely important to us, especially if we want to continue to make genuine progress in the growth and development of football in Moldova," explains Nicolai Cebotari, FMF General Secretary.

The next phase of HatTrick dealt with the renovation and expansion of the **National Team Technical Centre in Vadul lui Voda**, a resort town located not far from the capital city, Chisinau. The work included double-sided, covered stands for spectators, refurbished dressing rooms and physiotherapy rooms for players. The centre is now an excellent venue for mini-tournaments, comfortably accommodating up to four teams. The double stands are equipped with media facilities, which cover two pitches: one artificial, and one natural. The centre is fully established as the heart of football development in Moldova, and as well as staging regular tournaments and events, it is also the principal venue for coach and referee training. Futsal is fast becoming popular in Moldova, and the current phase of HatTrick is supporting the construction of the **FMF Futsal Arena**. This is the first facility dedicated to the development of futsal and it officially opened in November 2014.

"HatTrick has been essential to football development in Moldova. It is a vital financial resource that has enabled us to build new infrastructure, thus establishing football as an integral part of society simply by making it more widely available."

Pavel Cebanu, FMF President



MONTENEGRO



Founded: **1931**

UEFA affiliation: **2007**

In 2007, the UEFA HatTrick programme approved a project to build the new headquarters of the Football Federation of Montenegro (FSCG) in Podgorica, creating an established base for the federation and centralising the development of football in Montenegro. **The headquarters are now fully operational** and located on the south side of the national stadium, consisting of 14 modern offices, conference facilities and extensive storage space for supplies and football equipment.

Bar is one of the oldest and most beautiful cities on the coast of Montenegro. It is a city of sunshine and a hot spot for athletic sports training and long-term preparation and development. In 2010, HatTrick, the FSCG and the city of Bar joined forces to build a **full-size artificial pitch**. The pitch now hosts regular training sessions for regional clubs, as well as Montenegro's national youth teams.

In the same vein, football pitches were also built in the northern cities of Berane, Kolasin and Pljevlja, the central cities of Niksic, Podgorica and Tuzi, and the southern cities of Igalo and Kotor. All pitches are now in regular use and considered a part of the local community.

"With the support of HatTrick, we have been able to get some much-needed infrastructure development projects off the ground. We also rely upon financial support from the government and local authorities to help achieve these new football facilities, so their role is very important. We have made good progress so far, but more needs to be done. We hope to introduce a club licensing system for domestic competitions in the not-too-distant future, which could result in a necessary boost for football infrastructure across the country."

Dejan Savićević, FSCG President



NETHERLANDS



Founded: **1889**

UEFA affiliation: **1954**

The Royal Netherlands Football Association (KNVB) first used the UEFA HatTrick programme to help build **eight Cruyff Court mini-pitches** – named after a star player of the Netherlands, Johan Cruyff. The mini-pitches were purposefully placed at the heart of rural communities, allowing more remotely situated children everyday access to the game and safe and modern facilities. The KNVB has also encouraged the municipalities to build up the social infrastructure around the pitches, not only increasing regular usage, but also generating much **stronger social interaction** within the local communities.

Refereeing is also an important subject for the KNVB. Over the years, the association had observed a gentle decline in the number of qualified referees. The essential role of the referee prompted the KNVB to launch an initiative, supported by the UEFA HatTrick programme, to stimulate new interest and improve the quality of refereeing in the Netherlands through increased training and education. The response was fast to take effect, with overall numbers of referees first stabilising and then steadily climbing. Since 2010, the KNVB has trained an amazing 10,000 **referees for grassroots football**.

The KNVB is now embarking on a project to renovate and expand its current premises in Zeist. The application for HatTrick funding has been approved, and that will help to fund the development and construction of the new **KNVB National Football Campus**. The plans, drawn up in 2013, include new conference and education facilities, an on-site team hotel, a full-size training pitch and an upgraded indoor football hall and medical centre. It is scheduled for completion in 2016.

"The KNVB Campus is a joint project with the local authorities in Zeist and the province of Utrecht. Our aim is to build a hub for the Dutch football family. We will focus on national team training, youth development and the grassroots. Unity, acceptance and progress are important words for the KNVB and the driving force behind our everyday work."

Michael van Praag

KNVB President and UEFA Executive Committee member

NORTHERN IRELAND



Founded: **1880**

UEFA affiliation: **1954**

Much of the HatTrick investment funding in Northern Ireland has gone towards new infrastructure. To begin with, the Irish Football Association (IFA) launched a new **floodlighting project** for several stadiums that were in need of assistance. Match conditions were significantly improved for both players and spectators, and a new, more flexible chapter of football began with later kick-off times and extended training sessions. These upgrades meant the stadiums could host UEFA category 2 fixtures, thus attracting more youth and international games to the region.

The **Intermediate Ground Improvement Project** began under HatTrick II. It provided funding for a wide range of infrastructure improvements, such as pitch and ground perimeter fencing, dressing room renovations and the provision of new dugouts. This project was completed in 2009 and is largely responsible for the high level of intermediate football practised in Northern Ireland today.

Then came the **Stadia Safety Programme**, a consortium project involving the IFA, HatTrick and the local government to upgrade a number of senior-level football grounds, ensuring top-level safety operations, comfort and security for fans. In line with government safety legislation, the funding provided new stands and public facilities, match control centres including CCTV and PA systems, pitch upgrades and turnstile access. This programme was completed in July 2011 and has contributed enormously to community confidence and social integration. HatTrick has also supported a **renovation project for media facilities** at numerous Premiership grounds, which has helped to build media attendance and increase coverage.

Today, HatTrick is a partner in the **construction of a new national stadium**, which is being managed by the IFA and the local government.

"HatTrick funding has reinforced football infrastructure across the country and has proved itself to be an invaluable resource for UEFA member associations. The IFA football development programme, also supported by HatTrick, is cultivating the game at the grassroots and youth levels, which is absolutely essential for a bright and sustainable future."

Jim Shaw
IFA President



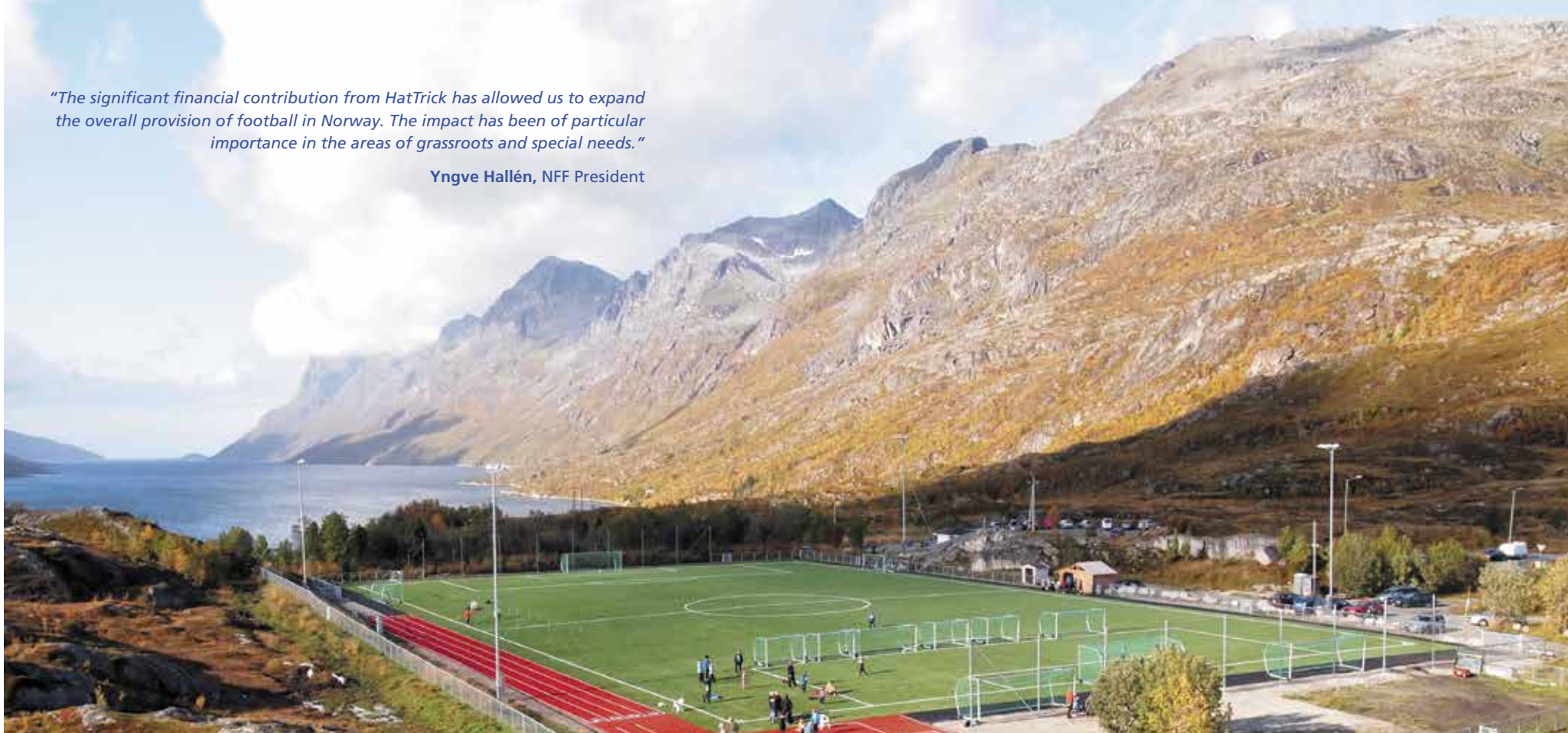
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"The significant financial contribution from HatTrick has allowed us to expand the overall provision of football in Norway. The impact has been of particular importance in the areas of grassroots and special needs."

Yngve Hallén, NFF President



NORWAY



Founded: **1902**
UEFA affiliation: **1954**

The Football Association of Norway (NFF) has used much of its HatTrick investment funding to support **nationwide social development programmes and football for all**. It has focused on two key areas: **players with learning disabilities** and encouraging the integration of **immigrant**

players. In both cases, the NFF carried out in-depth research and reporting to establish best practices and guidelines, which are now widely implemented by regional authorities and football clubs.

HatTrick has also helped to build up **women's football** in Norway. The NFF has launched a new structure and a sustainable development plan for **elite women's football**. The project has six sub-areas covering sport, organisation and development, marketing, infrastructure, matchdays, and public relations and the media. Each area has its own

set of goals to achieve over a specific time frame. As a result, the NFF is now seeing a more professional approach taking shape, with much more potential opening up in terms of player pathways and national team development. The NFF has also used HatTrick to modernise the nationwide IT system that manages the overall administration of football in Norway. The new functions now available include online match reporting and player registration for both the professional and grassroots levels.

POLAND



Founded: **1919**

UEFA affiliation: **1954**

From the backyard to the stadium is an innovative project launched by the Polish Football Federation (PZPN) and supported by the UEFA HatTrick programme. The focus is on youth development through an annual nationwide Under-10 football tournament. When the tournament first began 14 years ago, it included perhaps a few hundred teams. Today, it attracts a remarkable **9,900 boys' teams and 5,500 girls' teams, with a total of 185,000 players.**

In 2014, the tournament will expand to include Under-8 and Under-12 age categories and the final match will be held at the National Stadium in Warsaw. In addition, during the three-day tournament, the final of the Polish Cup will also be played there highlighting even further the youth tournament. The tournament has become hugely popular across Poland because it reaches out to children living in more remote areas of the country and promotes a spirit of festival, community and fun. Media relations have also significantly helped to promote the event. There have been some great prizes for the winners. So far, the children have visited Estadi Camp Nou, Estadio Santiago Bernabéu and Wembley Stadium. In 2014, the winners travelled to Germany to support the Polish national team.

HatTrick is also supporting a new **customer relationship management** project, which has been instigated by the PZPN to encourage the engagement of the Polish football family, including the fans, via a shared internet platform. The online platform acts as a one-stop shop or a central information point for specific target groups – fans, players, coaches and match officials alike – providing up-to-date information on scheduled matches and ticket availability, upcoming events, training sessions, educational workshops and much more besides. This customer relationship management project is also perceived as a key marketing tool to inspire football fans in Poland to get behind their national team and club and generate support.



"HatTrick has helped to put smiles on the faces of countless children all over Poland. It has taught them the joy of winning, the bitter taste of losing and the true meaning of sportsmanship. An impressive 16 regional football associations have cooperated in hosting this amazing tournament, which is also supported financially by the ministry of sport and tourism. Across the country, it is a real team effort, and we have experienced year on year improvements."

Zbigniew Boniek, PZPN President

PORTUGAL



Founded: **1914**
UEFA affiliation: **1954**

Infrastructure development is at the core of the UEFA HatTrick programme in Portugal. Under HatTrick I and II, investment funding helped the Portuguese Football Federation (FPF), regional football authorities and local authorities to install a total of **112 mini-pitches across the country**. This was a particularly valuable project for the FPF, not only encouraging all age groups to play football, but also reaching out to more distant and less-privileged communities and helping to improve lifestyles and social integration. Under HatTrick II, the FPF also launched a new development project to **support infrastructure and equipment** at stadiums hosting Portuguese second division matches during the 2012/13 season. The additional funding has allowed the venues to improve technical conditions and triggered new efficiencies in the overall administration and performance of the resident clubs.

The next project on the horizon is the construction of the **national training centre: the City of Football**, which is supported by HatTrick III. The new facility will be located at the National Sports Complex, next to the national stadium. The objectives of this project are to provide the national teams with a protected environment for concentrated development and create conditions conducive to in-house education for match officials, referees and coaches. Establishing a **football development hub** is also expected to reduce overall costs, by cancelling out the need for group travel or the use of external football facilities and accommodation.



"Sport is such an important part of everyday life, it is our responsibility to provide access to safe and modern football facilities, especially helping children to get involved with a local team or at school. HatTrick is a comprehensive and democratic assistance programme, allowing the UEFA member associations to support overall football development, starting at the grassroots and going right up to the elite. It is an irreplaceable financial resource for some."

Fernando Gomes, FPF President and Special Advisor to the UEFA Executive Committee

REPUBLIC OF IRELAND



Founded: **1921**

UEFA affiliation: **1954**



"HatTrick has been instrumental in the growth and development of the game in Ireland and has had a particular impact on coaching standards. The current economic climate has brought challenges, and the additional HatTrick funding is vital for countries such as ours to continue to grow and aspire to raise the bar of football."

John Delaney, FAI General Secretary

In 2005, the Football Association of Ireland (FAI) submitted its first project to HatTrick, based on the **FAI Coach Education Programme**. The timing was pertinent, as the FAI had previously published its **Technical Development Plan**, the first of its kind to strategically lay out the development of football in Ireland. The plan cited the **improvement of coaching** as a fundamental requirement for the overall development of football at all levels. Using the UEFA HatTrick funding, the FAI was able to retrain existing coaches, train new coach education tutors and develop new course materials, as well as launching an online booking mechanism and appointing new staff to manage the national roll-out of the coach education courses. The results speak for themselves: the number of qualified football coaches in Ireland has increased from 3,000 in 2002 to almost 30,000 today. HatTrick has continued to support the FAI in the rolling-out of its technical development plan, joining forces with local Irish authorities to place **football development officers** in local communities all over the country. Based on a wide selection of grassroots and social development programmes, the officers have worked in close cooperation with many schools and local clubs to increase participation and generate new interest in football. An outstanding **1,500 schools** in Ireland have been provided with football equipment, and **12,000 teachers** have been trained to teach football to children over a three-year period. The development officers also work with **young people who are at risk** of getting involved with drugs and alcohol, hoping to bring them under the protective wing of the football family and encouraging them to envision a new, more positive future. The UEFA HatTrick programme is now supporting a variety of new projects instigated by the FAI, including the **growth and expansion of refereeing**, the further development of the **FAI Emerging Talent Programme**, which is aimed at boys and girls aged 11 to 16, and support for the newly formed **National Under-19 League**. There is also a growing social programme aimed at facilitating social integration in Ireland by encouraging greater participation of ethnic minorities and non-Irish nationals.

ROMANIA



Founded: **1909**
UEFA affiliation: **1954**

The Romanian Football Federation (FRF) and the UEFA HatTrick programme has focused on renovating and building modern football infrastructure in Romania. Currently, the FRF is renovating **three football grounds located in**

Bacau, Tulcea and Mioveni. These grounds are undergoing refurbishment in order to comply with the necessary regulations and host international matches and tournaments, not only benefiting the resident clubs by providing modern facilities, but also hosting pan-European competitions and strengthening youth development across Romania.

In addition, HatTrick is currently funding the construction of a **hotel and catering facilities** at the **FRF Training Centre in Buftea**. The centre is already built to high standards, and the addition of accommodation and catering will enable

players, match officials and entire teams to be based on-site and develop within a concentrated and protected football environment. The renovations are scheduled for completion in 2014. The FRF is also planning a new sports hall, which is to be built as part of the **National Football Centre in Mogosoia**. The aim of this facility will be to support growth in all areas of the game, including club and national football, as well as a range of youth and senior teams, women's football and futsal.



"HatTrick funding is helping to build new and improved football grounds across the nation. Although we work closely with the government and local authorities to facilitate football wherever possible, funding can sometimes be in short supply when it comes to basic construction. The UEFA HatTrick programme will remain, for the foreseeable future, the financial foundation that makes safe and modern infrastructure a reality in Romania."

Mircea Sandu, UEFA Executive Committee member and former FRF President



RUSSIA



Founded: **1912**

UEFA affiliation: **1954**

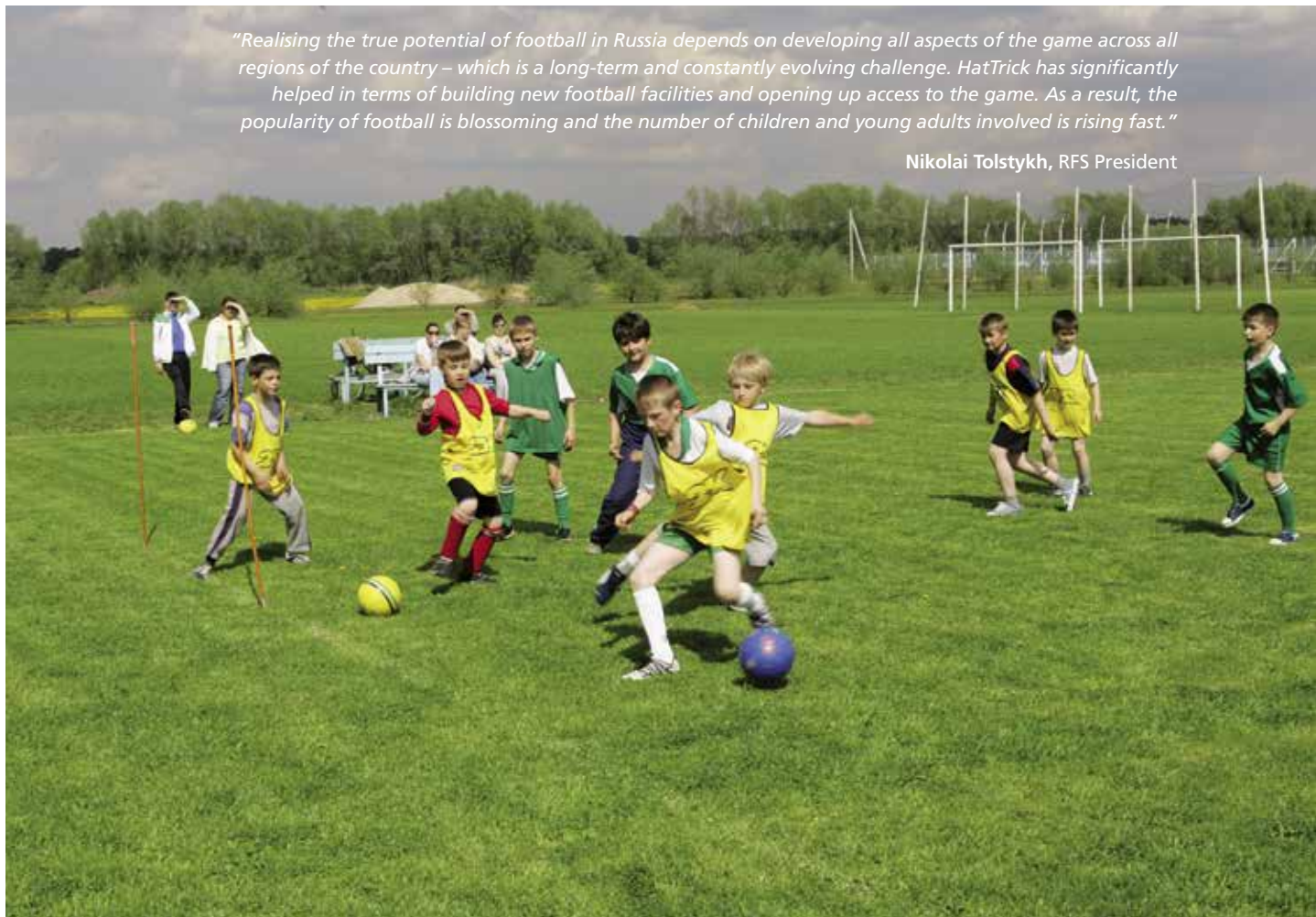
The Russian Football Union (RFS) is a strong believer in the power of grassroots football and youth development, striving to grow the game from the bottom up in preparation for the challenging years that lie ahead and its hosting of the 2018 FIFA World Cup.

The UEFA HatTrick programme has supported a number of development projects in Russia, all of them focused on infrastructure development and pushing football further afield into more widespread cities and regions. Working in close cooperation with local authorities, for example, the RFS has installed a **series of mini-pitches and artificial pitches** in places such as Dmitrov, Kazan, Khimki and Zabolotye. These pitches have brought a new lease of life to the communities, advocating healthy lifestyles and the regular practice of team sports in a safe and modern environment.

In addition, the HatTrick project to build the **Training Centre for National Team Development** has been hugely successful for the RFS. Located in Bronnitsy, not far from Moscow, the centre is now fully operational and represents the hub for **youth national team development** in Russia. Along similar lines, the RFS has also initiated **partnerships with regional football authorities** to fund the installation of new **artificial pitches** at a number of existing football development centres. Not only has this strengthened relations with the RFS regional counterparts, it has also enabled players to spend more time out on the pitch, which is of particular importance to regions facing tough weather conditions in the winter.

"Realising the true potential of football in Russia depends on developing all aspects of the game across all regions of the country – which is a long-term and constantly evolving challenge. HatTrick has significantly helped in terms of building new football facilities and opening up access to the game. As a result, the popularity of football is blossoming and the number of children and young adults involved is rising fast."

Nikolai Tolstykh, RFS President



SAN MARINO



Founded: **1931**
UEFA affiliation: **1988**

The San Marino Football Federation (FSGC) has channelled its HatTrick funding into new and improved football infrastructure, aiming to encourage and promote football through increased access to safe and modern facilities. The **Casa del Calcio** was the first project supported by the UEFA HatTrick programme. The FSGC's house of football, which was inaugurated in October 2008 and is based in the historical centre of San Marino, comprises the FSGC's offices and conference facilities, both adjoined to a modern sports centre (which includes a full-size football pitch, a spectator stand and dressing rooms).

HatTrick has also supported the installation of a number of mini-pitches and stadium refurbishments in San Marino. For example, in 2009 the **Stadio di Serravalle** pitch was upgraded to become the first of its kind: **a natural grass surface implanted on an artificial pitch base**. This combination ensures exceptional performance in all weather conditions and unites the beauty of natural grass with the intensive usage supported by an artificial pitch.

In 2013, construction work began to build new facilities at the **Stadio di Serravalle**, including six dressing rooms for the teams and referees, a medical and anti-doping room, a press area with a mixed zone, and a security and surveillance centre. Giorgio Crescentini, FSGC President, concludes: "We may be a small state, but passion for football in San Marino is on the up. Our job is to make sure the infrastructure and playing environment can support the appetite for growth at all levels of the game. HatTrick has gone a long way towards helping us achieve that goal."



"We are working hard to develop the quantity and quality of football players in San Marino. Additional funding from the HatTrick programme has significantly contributed to our success so far in developing football infrastructure and raising the profile of the game."

Giorgio Crescentini, FSGC President





"HatTrick provides us with valuable financial support, which greatly facilitates the rolling-out of our plans. As a result, we have made significant progress, especially in the areas of youth and club development."

Campbell Ogilvie, Scottish FA President



SCOTLAND



Founded: **1873**

UEFA affiliation: **1954**

Beginning in 2004, a partnership between the Scottish FA, the government and the UEFA HatTrick programme launched the **Scottish FA Youth Action Plan**. The main objective was to grow grassroots football and, ten years on, the project has more than proved its worth. The Scottish FA now has six regional offices, each working with local schools and clubs to boost youth football across the country. Each branch has a regional manager, administrative support and grassroots development officers, as well as management committees of volunteers to ensure that local community planning remains the priority.

In addition, the grassroots club accreditation project – **Quality Mark** – has encouraged the formation and growth of football clubs and increased overall participation. Currently, some 475 clubs carry the seal, which the Scottish FA estimates could represent over half of all youth football players in Scotland today.

Scotland United was also launched with the support of HatTrick II. This project is based on the Scottish FA's vision for strategic development for 2011–15. There are four key pillars: Perform and Win, Strong Quality Growth, Better Financial Returns and Respected and Trusted to Lead. Each area is now demonstrating marked results, including the amalgamated Scottish Professional Football League, seven new performance schools to develop youth talent, more than 130,000 registered grassroots players, and increased revenue based on improved fixture planning and greater interest in the international supporters club.



LIVE IT PLAY IT LOVE IT

SERBIA



Founded: **1919**

UEFA affiliation: **1954**

The UEFA HatTrick programme has been of significant support to the Football Association of Serbia (FSS) in its quest to develop and raise the profile of the game. For example, the **FSS mini-pitch project** focused on establishing new facilities across the country and, today, there are **83 new mini-pitches in 70 locations**. The FSS has also launched an

innovative project to **upgrade stadiums** and, at the same time, consolidate the official **club licensing system**. HatTrick funding has been channelled into a selection of three-way development contracts between the FSS, clubs and building contractors. The infrastructure upgrades that take place as part of this project result in clubs complying with the FSS licensing criteria. So, infrastructure receives a necessary boost and club licensing takes effect.

In August 2013, Serbia won the UEFA European Under-19 Championship for the first time, a triumph they can most probably put down to the excellent work taking place at the **FSS National Team Training Centre** in Stara Pazova. The

centre was officially opened in May 2011 and caters for all of Serbia's national teams. Spanning over 120,000m², it is equipped with five grass pitches, one artificial pitch and one covered training surface. The centre hosts official fixtures, mini-tournaments for the youth categories, get-togethers and preparatory matches for the older sides, training camps, soccer schools and seminars.

Zoran Laković, the FSS General Secretary, explains: "HatTrick funding is a catalyst for development. Aside from financial assistance, it attracts new partnerships and confidence in football. Everyone involved in Serbian football today finally has the ideal conditions in which to work and improve."

"In partnership with the government, the ministry of sport, Stara Pazova town council and the UEFA HatTrick programme, the FSS has been able to build one of the most modern and practical football centres in Europe. It has already proved its worth"

Tomislav Karadžić
FSS President





SLOVAKIA



Founded: **1938**
UEFA affiliation: **1993**

To begin with, the Slovak Football Association (SFZ) launched an extensive HatTrick project to install **artificial mini-pitches**, and an impressive 100 **are now in use nationwide**. The basic idea was to encourage more children to play football through increased accessibility and safe facilities. Many were built as additions to schools or local football clubs, or within the community. As a result, the SFZ has recorded improved physical education and a significant increase in after-school

activities. The mini-pitches are also regularly used to host grassroots tournaments and training sessions. With the support of HatTrick II, the next step was the introduction of **ten full-size artificial pitches**. The SFZ carefully selected ten municipalities, all demonstrating a particular flair for football, with established clubs and a vision for long-term youth development. These pitches are now fully operational and have succeeded in extending regular matches and training long into the winter months. The pitches are also used on a regular basis for league matches. HatTrick III supported the new **SFZ National Team Training Centre in Poprad**, which is now up and running. This exciting project involved the complete renovation of the

existing stadium, including the main stand and the natural grass pitch. The new stand has space for up to 2,000 spectators. There is also a modern hotel and restaurant built into the main stand, as well as refurbished dressing rooms, a media working area and a VIP hospitality suite.

"We were missing good quality grounds, so new infrastructure and renovation work has been vital to developing football in Slovakia. By joining forces with local authorities, municipalities and football clubs, as well as HatTrick, we have achieved optimum results. The HatTrick funding significantly increased the available resources, and we can now look forward to the Poprad national training centre preparing our players for a great future on the pitch."

Ján Kováčik, SFZ President

SLOVENIA



Founded: **1920**

UEFA affiliation: **1994**



The UEFA HatTrick programme I and II focused on the construction of modern infrastructure across Slovenia. In the first stage, the Football Association of Slovenia (NZS) rolled out a plan to build **18 full-size artificial pitches**. The locations were carefully selected to benefit a wide range of regions, with pitches built in close proximity to football clubs, communities and schools. A further **71 artificial mini-pitches** have been built and are now fully operational.

Behind this extensive, nationwide construction project was a **strong working partnership**, undoubtedly the reason for its resounding success. Each new facility was built in close cooperation with the NZS, the UEFA HatTrick programme, Slovenia's ministry of sport and, of course, the numerous municipalities selected to receive the pitches. This remarkable undertaking has resulted in a **huge leap forward** for the NZS in terms of quality resources and promoting new interest in football.

The next step for the NZS is the construction of a **national training centre** encompassing the headquarters of the football association. This project is already in the pipeline, with a view to completion in 2015. Aleš Zavrl, the NZS general secretary, explains: "The aim is to unite our country's football under one roof by providing a central hub for decision-making and development of the game at all levels."

"The rolling-out of new infrastructure in Slovenia has put football back out there, especially for grassroots and youth and amateur football. Children have increased access to the game, and clubs can train in a professional and safe environment. Everyone has benefited from this challenging project."

Aleksander Čeferin
NZS President

SPAIN



Founded: **1909**

UEFA affiliation: **1954**

The Royal Spanish Football Federation (RFEF) joined the UEFA HatTrick programme when it was first launched. In each phase, it has used the funding to enhance its internal administrative operations and develop office infrastructure. In 2004, the RFEF began with the complete renovation of the **Las Rozas City Football Complex**, significantly upgrading the offices and the surrounding football infrastructure. This was followed by the launch of the **Fenix Project**, a single IT system for the administration of Spanish football, including the organisation and structuring of various competitions and tournaments, licensing for players and officials, coaching and refereeing. The system is readily available online and has succeeded in centralising and quickening management processes. It has also brought more efficiency in communication between the RFEF, regional authorities, partners and clubs.

The next step was the construction of new **conference facilities** at the RFEF's headquarters. A 482m² **congress hall** now hosts the annual general assembly, and there are three additional **lecture halls** with a refreshment area. These improvements have served to significantly increase the range of meetings and educational courses that the RFEF is able to offer.

With the support of HatTrick, the RFEF has also introduced a security system that facilitates access to its Madrid headquarters. The system controls the access areas, as well as the flow of people within the building. It was installed to protect and maintain the valuable history that lies within the infrastructure of the Royal Spanish Football Federation.



"The UEFA HatTrick programme is of major importance to the development of European football. In Spain, we have been able to streamline the management of football and, at the same time, have created a comprehensive information source that is not only reliable and up to date, but also accessible nationwide."

Ángel María Villar Llona

RFEF President and UEFA 2nd Vice-President

SWEDEN



Founded: **1904**
UEFA affiliation: **1954**

The Swedish vision for football is “**the national sport - for everyone - everywhere**” and, remarkably, the Swedish Football Association (SvFF) is not too far away from its ambitious target of at least one club in every village.

The SvFF and HatTrick first joined forces to build **mini-pitches and, in total, 80 have been built so far**. The majority were introduced into densely populated areas, resulting in more football grounds being available to busier communities. This strategy has proved successful, attracting more children to the game and promoting growth.

The SvFF has also used HatTrick funding to **build and renovate stadiums**. For example, new stadiums in Malmö and Gothenburg were appointed as venues for the final round of the UEFA European Under-21 Championship in 2009. The stadium in Gothenburg was also a venue for the UEFA Women’s EURO held in Sweden in 2013, as was new infrastructure in Kalmar and Norrköping. In Sweden, the local authorities are normally responsible for stadium ownership and development. HatTrick funding has enabled the SvFF to launch and financially support infrastructure improvements in partnership with local communities. With the support of HatTrick, the SvFF has launched a project to increase the number of **national football instructors**, who are needed to locate and develop talented young players. This is not an easy task in a country of 9.5 million inhabitants spread across a surface area of 450,000km². The instructors have been deployed across a wide range of regions and are now providing the support and training required at the youth level. The SvFF has already recorded an upward trend in youth national team performances, which it puts down to this impressive development programme and the fundamental support it has provided.

“HatTrick has been a very important resource for football in Sweden. It serves as fantastic leverage to trigger new partnerships and football development projects. We sincerely believe its impact has been felt across the country in terms of more people watching, supporting and playing football in a much improved environment.”

Karl-Erik Nilsson
SvFF President





SWITZERLAND



Founded: **1895**
UEFA affiliation: **1954**

Since 2005, a series of solid partnerships between the Swiss Football Association (SFV-ASF), the UEFA HatTrick programme and numerous local authorities has seen the number of **mini-pitches** in Switzerland significantly increase. Mini-pitches were already popular and widely available in French-speaking Switzerland, but the SFV-ASF has doubled its efforts and expanded into both the Italian and German-speaking regions of the country. Today, the mini-pitches have a diverse

regional spread and are carefully placed close to schools, youth clubs and public community areas, to facilitate access to the game and stimulate new interest.

Another key SFV-ASF directive has been the formation of **national youth training centres**. There are currently four operational centres, one of them dedicated to women's football development, with the latest centre opening in Emmen (close to Lucerne) for boys. HatTrick has been a staunch supporter from the outset.

The centre has three core objectives: to **develop the most talented players** aged 14 to 16 in preparation for the Under-16 team; to implement a solid structure that respects **educational needs, combined with practical performance**; and to teach **football best practices** to coaches and regional football associations who regularly work with younger players in the same age group.

The SFV-ASF has also used funding from the UEFA HatTrick programme to upgrade its **head offices in Berne**, adapting those facilities to new business needs and ensuring a modern and effective working environment.

"Funding from the UEFA HatTrick programme has allowed us to invest sustainably in both grassroots and elite youth development. HatTrick has also inspired new investors and partners to engage in new development projects for football in Switzerland."

Peter Gilliéron
SFV-ASF President and UEFA Executive Committee member

"HatTrick is a great motivator in the development of football in Turkey. The national team training centre is an excellent long-term investment, and centralising national team operations will result in significant savings, money which we can redirect to boost grassroots and youth development. With the help of UEFA, we have built an exemplary training facility in Turkey."

Yıldırım Demirören, TFF President



TURKEY



Founded: **1923**

UEFA affiliation: **1962**

The first project launched by the Turkish Football Federation (TFF) and HatTrick involved the installation of regional **mini-pitches**. In total, across HatTrick I and II, **19 mini-pitches** were built in **18 different locations**. There was also a strong social element to the project, as it was rolled out in cooperation with the government body for the protection of children and social services. This ensured that the pitches were carefully placed in close proximity to schools, orphanages and children's activity centres, encouraging more interest in after-school activities, sport and team spirit. Some of the pitches were deliberately located in more remote and underdeveloped parts of the country, pushing football out into the most distant communities.

The TFF also set about promoting **women's football** and, with the support of HatTrick, built an impressive network of **40 football training centres for girls** and launched an **Under-13 Girls' Championship** for talented female players. The training centres had their foothold in local football clubs, which had been selected and expertly trained by the TFF in the development of women's football. In just one year, 10,240 girls participated in basic football training and theory sessions at the centres.

In July 2014, the TFF officially opened the new **Hasan Doğan National Team Camp and Training Facilities** in Istanbul. Also supported by HatTrick, it has been built to be environmentally friendly and energy efficient. The centre covers an area of 190,000m² and includes five training grounds with newly-laid turf, rehabilitation and accommodation facilities, as well as recreational areas including tennis courts and walking and running tracks. There are also management offices and conference facilities built into the complex.

UKRAINE



Founded: **1991**

UEFA affiliation: **1992**

The Football Federation of Ukraine (FFU) first applied the HatTrick investment funding to complete the construction of the **House of Ukrainian Football**, which today stretches over five floors and houses approximately 250 employees. Dedicated to the FFU's football pioneer, Viktor Bannikov, the new offices were the final chapter in the construction of the **FFU Football Educational and Training Complex**. The complex is now considered the heartbeat of Ukrainian football, comprising the House of Ukrainian Football, a stadium with under-pitch heating, four dressing rooms and two additional artificial pitches.

Having established its core base, the FFU rapidly turned its attention to the development of **grassroots and youth football**. Its programme so far is a shining example of solid partnerships and long-term investment. Working together with HatTrick, the ministry of family, youth and sport, and numerous local authorities, the FFU has installed **an incredible 1,106 mini-pitches** nationwide since 2004.

In partnership with HatTrick, the FFU is now embarking on a project to build an **indoor football arena** in Vyshgorod. With limited indoor facilities available today, the FFU views this as a sensible next step in infrastructure development, allowing play to continue long into the evening and throughout the winter months. It is hoped the new indoor arena in Vyshgorod will support a wide range of social groups who are inspired by football, providing better opportunities for grassroots, youth, amateur and women's football. The arena will also host regular club and national training sessions and act as a regional centre for coach and referee education.



"Youth development remains a key priority for the FFU. To begin with, we needed to build football facilities so more children could play. HatTrick funding has been a valuable financial resource, but it has also helped to generate new confidence and heightened interest in the game. As a result, we have boosted football and kept a careful eye on the upcoming talent. An ever increasing number of children are now given the chance to take their first steps in football, and we are truly delighted with this remarkable achievement."

Anatoliy Konkov
FFU President

WALES



Founded: **1876**

UEFA affiliation: **1954**

In January 2005, the UEFA HatTrick programme supported the Football Association of Wales (FAW) in the **construction of its new headquarters** at Neptune Court in Cardiff. This first project set a precedent, and the FAW and HatTrick have since proceeded in the same vein, fulfilling new dreams for football in Wales.

Perhaps the most exciting project to date is the **FAW National Development Training Centre** in Newport.

Inaugurated by the UEFA President, Michel Platini, in 2013, it is now fully operational and serves as a hub for the FAW and the Welsh Football Trust's squads.

The facility was created as a **centre of football excellence**, tackling key development issues such as player performance and progression, sports science and coach education. It also provides a stable base for the Welsh men's Under-21 and youth squads, the women's national and intermediate teams, national disability teams and referee training. It houses the FAW's headquarters, a full-size pitch, changing rooms, training and lecture areas, two artificial pitches (one indoor), a fitness room, a swimming pool and futsal courts. The FAW has now embarked on a new project, also with the support of HatTrick, to build at least **14 new full-size artificial pitches**. The aim is to increase the number of football grounds and renovate older pitches. This work is essential if Wales is to accommodate its potential growth, as well as reaching out to more distant communities and providing more opportunities to play the game. The selection criteria and a grant allocation process have been established by the FAW, and the project is now under way.



"The UEFA HatTrick programme has provided funds that have fundamentally changed the level of sporting facilities in Wales. We have also been successful in leveraging those monies to boost new relationships and obtain supplementary funding from other parties to further invest in and improve Welsh infrastructure."

Trefor Lloyd Hughes, FAW President

UEFA HATTRICK COMMITTEE 2011-2015

UEFA is sincerely grateful to the members of the UEFA HatTrick Committee:



Allan Hansen

Chairman, UEFA HatTrick Committee
UEFA Executive Committee member



Michael van Praag

Deputy Chairman, UEFA HatTrick Committee
UEFA Executive Committee member

1 st Vice-Chairman	Costakis Koutsokounis (Cyprus)
2 nd Vice-Chairman	Leo Windtner (Austria)
3 rd Vice-Chairman	Pertti Alaja (Finland)
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Co-opted Member	Tomislav Karadžić (Serbia)

Committee composition recorded as at 30 June 2014

**The Gibraltar Football Association joined UEFA in 2013 and will soon begin development projects with HatTrick.*



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WE CARE ABOUT FOOTBALL
