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ZARZĄDZANIE PROJEKTAMI W FUNDACJACH  
I REJESTROWYCH STOWARZYSZENIACH SEKTORA  
ORGANIZACJI POZARZĄDOWYCH

*Praca doktorska*

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## Streszczenie rozprawy w języku angielskim

### **Project management in foundations and registered associations of the non-governmental organizations' sector**

Project management in non-governmental organizations in Poland is a niche area characterized by a narrow group of researchers. In recent years, however, the project approach has been more popular in non-governmental organizations, because their activity is based on the implementation of projects, thanks to which they implement their statutory goals. This subject is getting handled both by theoreticians and practitioners of managing non-governmental organizations. The dynamically changing environment and project management methods not adapted to the specificity of the third sector make it necessary to find new concepts and methods that will help solve the problems faced by non-governmental organizations. This situation leads to the necessity to find alternative solutions, especially in the field of managing non-governmental organizations, so that their activities are more effective and the projects are successful.

The considerations contained in the dissertation led to the achievement of the main goal of the research, i.e. *the development of a predictive model increasing the chances of successful completion of a project implemented in a non-governmental organization* and of specific objectives. Achieving the objectives of the dissertation allowed to answer to the research problem posed: *What are the characteristics of non-governmental organizations in which projects are successful?* The main goal was supplemented with specific goals: six cognitive goals and one utilitarian goal. The dissertation formulated the following specific objectives:

- C1. Identification of key features, problems, and stages of projects in foundations and registered associations of the non-governmental organization sector.
- C2. Identification of key groups of criteria describing the success of projects in non-governmental organizations and the intensification of the occurrence of particular groups of success criteria in successful projects.
- C3. Identification of key groups of stakeholders in projects implemented in non-governmental organizations and determination of their impact on the success of project implementation.
- C4. Defining the key conditions for the success of projects implemented in non-governmental organizations.
- C5. Defining the assumptions of the predictive model increases the chances of successful completion of projects implemented in non-governmental organizations.

C6. Defining the relationship between the assumptions of the predictive model (predictors) and the success of the project. Defining the relationship between the conditions of success and the variable *success*.

Utilitarian purpose:

U1. Development of implications for managers in terms of increasing the probability of success in a project implemented in a non-governmental organization using developed predictive model.

In regards to the research goals, the following research questions were posed:

P1. What are the specific features, problems, and stages of projects implemented in foundations and registered associations of the non-governmental organizations sector?

P2. What are the key groups of criteria describing the success of projects in non-governmental organizations? What is the intensity of occurrence of particular groups of criteria in successful projects?

P3. What are the key groups of project stakeholders in non-governmental organizations and what is their impact on the success of these projects?

P4. What conditions should be met to increase the chances of successful completion of projects implemented in non-governmental organizations? What are the key conditions for success resulting in the project implementation in a foundation or registered association of the non-governmental organizations sector?

P5. How projects in non-governmental organizations should be managed to increase the chances of their success? What are the variables that predict the success of a project?

The subjective scope of the research included people implementing projects in foundations and registered associations of the non-governmental organizations' sector. The subject scope of the research included theoretical and practical aspects of project management aimed at achieving the success of projects in non-governmental organizations. The time scope of the research covered the period from 2018 to 2021.

The arrangement of the dissertation and its structure was determined by the adopted aims of it. The dissertation consists of three chapters, an introduction and final conclusions. The first chapter of the dissertation is the theoretical background of the research, in which: the roles and tasks of the non-governmental organizations sector in Poland and their specificity were defined, the studied organizations were located in the socio-economic environment, their basic concepts and features were defined, their legal forms and functions were characterized and condition of third sector in Poland was summarized. The first chapter also defines the concept and essence

of the project, discusses the specificity of projects implemented in non-governmental organizations, and characterizes the success of projects in non-governmental organizations. The second chapter describes the characteristics of the empirical research scheme used in this work, the scope of empirical research, and the stages of data collection and methods of their analysis. The second chapter also presents the results of all three empirical stages of research, i.e. preliminary research, with the participation of the experts and with the participation of people implementing projects in non-governmental organizations. The third chapter of the dissertation summarizes the research and the discussion was presented. At the end of the dissertation, the final conclusions and implications for practitioners were discussed.

As a consequence of the research presented in the dissertation, its goals were achieved and all research questions were answered. Multidimensional research on the success of projects in non-governmental organizations allowed the formulation of the following final conclusions:

1. Defining project criteria in non-governmental organizations increases the chances of the project's success. All the identified criteria are equally important and equally define the success of the project in non-governmental organizations.
2. The research has shown that the project team has the greatest impact on the success of the project in non-governmental organizations, followed by employees of the organization, then cooperating entities, beneficiaries of the third sector, and donors.
3. All the distinguished conditions for success contribute to growth of the results of the variable *success*. To achieve a success in the project in non-governmental organizations, considering each condition separately, project management, organizational culture supporting the project, cooperation with stakeholders, volunteers involved in the project, project manager with appropriate knowledge attributes, skills, and experience in project implementation, financial stability of the organization, clearly specified project results are needed.

The analysis of the obtained predictive model allows for the formulation of additional conclusions for non-governmental organizations:

1. The implementation of longer projects (over 2 years) increases the chances of completing the project with successful completion
2. A non-governmental organization in the maturity phase (over 10 years on the market) has a better chance of completing a project with a complete success than young and maturing organizations.

3. When implementing projects in non-governmental organizations, employing project management professionals significantly increases the chances of completing projects with a complete success.
4. A Lack of project partners increases the chances of completing the project with a complete success.
5. Precise definition of the project result leads to a significant increase in the chances of the overall success of the project.
6. The organizational culture supporting the organization's projects leads to a significant increase in the chances of achieving the overall success of the project.

The answers to the research questions and the achievement of the objectives of the work allowed to define the implications for practitioners, where an implementation in non-governmental organizations should lead to an increase in the chances of achieving success of projects. The most important of them are:

1. non-governmental organizations in the maturity phase (over 10 years) should focus on implementing longer projects (over 2 years) without the participation of partners because they increase the chances of successfully completing the projects.
2. When implementing projects in non-governmental organizations, employing project management professionals significantly increases the chances of successful completion of projects.
3. A necessary condition in the project is a precise definition of the project result (goal and effect), which significantly increases the success chances of projects in non-governmental organizations.
4. A necessary condition for the success of projects in non-governmental organizations is building an organizational culture supporting projects, which is characterized by positive relations between the members of the organization, a high level of trust in the organization, open exchange of views among members of the organization and an attitude to continuous learning. An organizational culture built in such a way significantly increases the success chances of projects in non-governmental organizations.
5. Managers should define project success criteria taking into account 4 key groups concerning: satisfaction and benefits from the project by supervisory authorities, employees and volunteers of the organization and the project team; external stakeholders, in particular donors and partners; meeting the needs of beneficiaries and

achieving the goal of the social mission; implementation of the project with the assumed scope, schedule and cost.

6. When working with stakeholders, managers should focus on 4 key groups: project team (project manager, members of the project team, project leader/coordinator), employees of the organization (employees, administration, managers), cooperating entities, third sector beneficiaries, donors ( individuals, enterprises).

It should be mentioned that achieving the project's success does not depend on one variable but their compilation. The scope of the dissertation does not take into account all the variables that may increase the success chances of projects in non-governmental organizations. The studied issue may be the subject of new directions and in-depth research.