

## SUMMARY

The implementation of European projects requires a well structured cooperation between market participants. We also need specialized knowledge, on how to apply for these funds and, after obtaining the grant, also in the field of project management. On the other hand, the funds for the projects co-financed are from European Union citizens in general, so you can argue that their flawless implementation is of vital both on the national and the Community. The complexity of European issues, implies a number of requirements to project. Unfortunately, these requirements - currently described in an increasing number of guidelines governing the process of implementation of the projects - often effectively impede the work of implementers of projects co-financed who are simply "not find" in this too formalized reality.

Past experience related to the implementation of projects co-financed by the ESF shows that Polish designers have not avoided the numerous errors committed both in the planning and implementation of these projects. In 2015, de facto ends the second period of programming in Poland, because as recommended by the Managing Authority, it is in the middle of 2015 will be settled last eligible expenses, in projects co-financed from the old perspective 2007-2013. On the other hand, the first contests, the implementation of ESF projects within the WER for 2014-2020, will be held until mid-2015. It can therefore be concluded that the landmark 2015 is the appropriate moment to summarize [concerning errors of the above mentioned projects], but above all to draw conclusions for the future, for the next project - which, in fact, an essential subject of consideration of this dissertation.

The main objective of the hearing states: "Diagnosis of errors, most often perpetrated by the promoters of projects co-financed by the ESF in Poland in the programming period 2007-2013, as well as designing the package of recommendations for avoiding, or minimizing, identified in the research process deficiencies, in the future, for the next beneficiaries ESF projects".

The studies described in this thesis was attended by inspectors, auditors, implementers and experts ESF projects. They diagnosed with both types of errors and their causes, as well as developed recommendations to improve the implementation of the above mentioned projects. A review of existing literature, conducted explorations, including personal observation and experience of the author of this work made it possible to verify hypotheses and created the opportunity to gain answers to the research questions.

In the course of exploration, turned out to be as important for projects financed from external sources, the impact of the environment, which particularly strong impact on the processes taking place in ESF projects. In addition, there was the need for changes and improvements communication system between institutions responsible for implementation of the funds and designers. It was also observed that the offer of training and substantive support provided by the institutions for project financing, primarily should be reinforced by practical aspects. On the other hand, the quality of contacts, caregivers projects implementers, should be modified in the direction of greater availability of carers and faster response on their part, to the difficulty presented to them, in order to "make it before a mistake". Additionally, in the assessment of the effectiveness of soft projects, meaning non-investment projects- which are carried out with the support of the ESF - a major challenge for future researchers - an attempt to create a codified methods and certain universal measurement criteria, because science has not developed as yet ready-made solutions.