



PIISA

Piloting Innovative Insurance
Solutions for Adaptation

D5.2 Project Management Guide – Version 2

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Summary

The Project Management Guide puts together all the necessary guidelines for the effective project management. The objective is that all the persons working in the PIISA project have sufficient knowledge of the issues that may affect their work in the project. These include e.g., means of internal communication, decision making structures and bodies, meeting timetables, guidance to producing Deliverables, and monitoring Key Performance Indicators. The Project Management Guide also aims to offer guidance where to ask help in problematic situations. All the people working in the project are encouraged to familiarise themselves with this guide.

Keywords

Management, internal communication, Executive Board, meetings, Deliverables, Key performance Indicators, General Assembly, External Advisory Board

Abbreviations and acronyms

Acronym	Description
CDSEP	Communication, Dissemination and Stakeholder Engagement Plan
EAB	External Advisory Board
EB	Executive Board
EC	European Commission
GA	General Assembly
KPI	Key Performance Indicator
WP	Work Package

1 Introduction

This is an updated version of PIISA Project Management Guide, which was first produced in autumn 2023 as a deliverable for the PIISA project. Well-organized project management is essential for the successful execution of the project. To achieve the best possible outcomes of the project, it is important to update the management guidelines when more effective ways of managing the project are recognized. In this version in particular, the ways for internal communication and meetings have been further developed. In addition, the progress in reaching the Key Performance Indicators is reported.

2 Project Guides

Besides this Project Management Guide, other PIISA Guides are also updated at this stage of the project. These include:

- Project Administration Guide – Version 2
- Project Risks and Ethics Guide – Version 2
- Project Data Management Plan – Version 2
- Project communication, dissemination and stakeholder engagement plan CDSEP – Version 2

3 Management structure and decision-making bodies

For the effective management of PIISA, the following bodies have been established.

3.1 Management Team

The Management Team coordinates the preparation of all required periodic activity and management reports and project reviews for the EC. The Management Team summarizes progress on project tasks, deliverables, and budget usage and report any deviations and corrective actions put in place.

The Management Team coordinates internal project communication related to management and towards the EC. The group maintains relevant internal mailing lists and other channels to guarantee smooth and efficient communication within the consortium.

The Management Team is responsible for organizing meetings, including consortium meetings, regular follow-up meetings and the External Advisory Board meetings.

The members of the Management Team are:

- Hilppa Gregow, coordinator
- Anna Luomaranta, project manager
- Eeva Kuntsi-Reunanen, risk manager
- Kaisa Juhanko, data manager
- Lauri Uusi-Hakala, administration manager
- Heikki Tuomenvirta, vice coordinator

The e-mail address for the Management Team is: piisamanagement@fmi.fi.

3.2 WP-leaders

WP leaders are an important link between the management and all the work done in PIISA. As we are strongly transitioning into the Loop2 and the collaboration between different work packages is increasing, it is important to communicate directly with all the WP leaders. On the other side, all the workers involved in the project can refer to WP leaders for clarifications on the project timeline, objectives, work tasks and performance indicators.

WP leaders can be reached through e-mail address: piisawpleads@fmi.fi.

3.3 Executive Board (EB)

The Executive Board (EB) consists of the Management Team and the WP leaders and co-leaders. The EB is responsible for implementation of the project plan and conducting internal and external evaluations for the deliverables. The EB follows an efficient meeting schedule to share progress and concerns and discuss solutions. The EB takes overall responsibility to ensure that the deliverables of the project are produced on time and meet expectations and requirements for quality.

The members of the EB are:

- Hilppa Gregow, FMI, coordinator, WP5 leader
- Anna Luomaranta, FMI, project manager, WP5 co-leader
- Eeva Kuntsi-Reunanen, FMI, risk manager
- Kaisa Juhanko, FMI, data manager
- Lauri Uusi-Hakala, FMI, administration manager
- Heikki Tuomenvirta, FMI, vice coordinator, WP3 leader
- Jaroslav Mysiak, CMCC, WP1 leader
- Peter Robinson, VU, WP1 co-leader
- Stefano Ceolotto, CMCC, WP1 co-leader
- Laura Trentini, Amigo, WP2 leader, WP3 co-leader
- Angel G. Munoz, BSC, WP2 co-leader
- Ariane Kaploun, AXA Climate, WP3 co-leader
- Kati Berninger, Tyrsky, WP4 leader
- Adriaan Perrels, Tyrsky, WP4 co-leader

The e-mail address for the EB is: piisaexecutive@fmi.fi.

3.4 General Assembly (GA)

The General Assembly (GA) decides on the project course and proposed amendments. All partners have a selected member in the GA who has a voting right. Participation in the GA meetings is allowed for each of the project workers. The GA meets every 6 months. The mid-term meeting in M18 will be a face-to-face meeting in Paris and the final meeting in M36 will be a hybrid meeting. The location of the final meeting will be decided at a later stage.

GA members who have the voting right are:

- Ariane Kaploun (AXA Climate)
- Melissa Herlitz (CMCC)
- David Cooke (2DII)
- Heikki Tuomenvirta (FMI)
- Angel G. Munoz (BSC)
- Kati Berninger (Tyrsky Consulting)
- Laura Grassi (Politecnico di Milan)
- Lisa Benes (LGI)
- Lisette Klok (Climate Adaptation Services)
- Peter Robinson (Stiching VU)
- Petri Pitkänen (LocalTapiola)
- Laura Trentini (Amigo)

The mailing list for the GA Voting members is: piisavoting@fmi.fi

3.5 External Advisory Board (EAB)

The EAB (External Advisory Board) is assembled from selected stakeholders from adaptation, insurance, climate risk management, and climate service development. The EAB is invited to give feedback prior to the GAs and invited to the GAs (hybrid). The EAB also reviews Mid-Term and Final Reports of the Project, as is fitting based on their expertise. The EAB will review the project's results, monitor Key Performance Indicators, and provide guidance on how to maximize the project's impact.

The members of the EAB are:

- Alessandro Bonazzi
- Francesco Sciascia
- Pascal Forrer
- Vylon Ooms
- Roberta Boscolo
- Samuel Almond
- Sylvestre Coudert
- Markus Melin
- Leigh Wolfrom
- Mikael Hilden
- Jaakko Nuottokari

The role of the EAB will become more important the further we go in our project. Their support will be important when we begin to apply the first results to a wider group of stakeholders and enhance the dissemination of them. Also, the EAB members' own contacts and knowledge of the events important to PIISA may enable us to increase our effectiveness and innovativeness. EAB members are encouraged to invite PIISA experts also to their events and networks to share information that could be beneficial to them. We will send the executive summaries of submitted deliverables to the EAB.

A mailing list for reaching the EAB will be created. The address will be piisa_advisory@fmi.fi.

4 Meetings

So far, WP5 Management Teams has had weekly meetings: at first every Friday, and now every Wednesday. For enhancing the internal and external communication of the project, WP5 has established a monthly meeting with WP4 Communication, with special attention being paid to the coordination of Task 4.4. The agenda for these meetings will include, among others:

- The CDSEP plan
- PIISA webinars
- Internal newsletter: PIISA Highlights of the Month, which includes updates on recent Milestones and Deliverables and topical progress of the work.
- External Newsletter, which highlights PIISA events and project outcomes.

Executive Board meetings have taken place every three months. From now on (15.11.2024), EB meetings will take place every two months to enhance the internal communication and coordination of the work. More regular meetings will help detect arising challenges more easily. Combined with the EB meetings, there will be an open meeting for the whole consortium every two months to hear about the latest project proceedings.

The agenda of these meetings will include:

Open meeting: Highlights from each partner from their recent work. Highlights can include e.g. discussions on new results or meetings with stakeholders, novel workshop ideas, presenting publications, new collaborators or deepening collaboration with specific projects, LinkedIn or other social media postings.

EB meeting: Agenda in these will include issues related to reporting, topical progress and innovations in pilots, participation in key events and possible problems and solutions.

Invitations (using the Microsoft Teams platform) will be sent to the whole consortium for participation in these meetings. Participation is encouraged and attendees are requested to respond to the invitation in advance to track planned attendance. WP5 will start monitoring participation in the common meetings.

These regular meetings will be organized mainly remotely. The General Assemblies that take place every six months will also be organized remotely to reduce carbon footprints, and to mitigate the risks of travel limitations on project progress. The Kick-Off Meeting, Mid-Term and Final meetings, however, will be organized in person. When these and other on-site meetings are organized, careful consideration will be given to public transport connections, so that the possibilities for traveling by train are maximized.

A shared calendar for the project has been created and shared through the Teams: [PIISA Calendar.xlsx](#). Each WP is encouraged to add their meetings to the calendar (Fig 1).

NOVEMBER 2024						
Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
					1	2
3	4	5 WP2 meeting (10 CEST)	6	7 9.00 EET WP5-WP4	8	9
10	11	PIISA Midterm Review / General Assembly			15	16
17	18	19	20	21	22	23
24	25	26	27 WP4 Bi-monthly Mtg	28	29	30

Fig. 1: A screenshot of the PIISA calendar for November 2024.

5 Internal communication

WP4 and WP5 have a shared responsibility for coordinating internal communication. WP5 will be responsible for internal communication related to decision-making, administration and general management of the project. WP4 will plan and use tools and methods for internal communication as well as organize internal workshops if needed. This part of the internal communication is described in The Project communication, dissemination and stakeholder engagement plan CDSEP – Versions 1 and 2. WP4 has also created templates for Deliverables and PowerPoint presentations.

To ensure effective internal communication within the project, several mailing lists have been created.

- piisamanagement@fmi.fi: Management Team members
- piisawpleads@fmi.fi: WP leaders and co-leaders
- piisaexecutive@fmi.fi: Executive Board members
- piisavoting@fmi.fi: Representatives from each partner, who have the voting right
- piisa@fmi.fi: all the people working in PIISA
- Mailing lists for the work packages:
 - Piisawp1@fmi.fi
 - Piisawp2@fmi.fi
 - Piisawp3@fmi.fi
 - Piisawp4@fmi.fi

The recipients of each of the lists can be seen in the document in Teams: [all_email_lists.docx](#)

If the mailing list need to be updated, an email request should be sent to the project manager, anna.luomaranta@fmi.fi, or to the management team, piisamanagement@fmi.fi. The updates to the recipients of the lists are made weekly based on the requests.

As of 15.11.2024, the WP5 and WP4 have decided to establish a new internal monthly newsletter. It will replace the monthly Management Info Letters sent by WP5 and the quarterly newsletters sent by WP4. The name of this new letter will be “PIISA Highlights of the Month” and it will be coordinated and sent by WP4 and WP5 together. The new letter will include information about the finished Deliverables, the Deliverables under preparation, and the Milestones. Also, topical highlights of PIISA work across different WPs will be included.

5.1 Structure of Teams

For sharing of the documents, FMI Microsoft Teams Space is used. The Management Team members are the owners of the space and can grant access to it.

In the Teams space there are separate folders for each work package: WP1 Insurance, WP2 Climate Service, WP3 Pilots, WP4 Communication and WP5 Management. Besides these, in the General folder there are subfolders for the Agreements, Submitted deliverables, Recordings and Literature. Any living documents for all to fill in are placed in the General folder. Examples of these are the PIISA Calendar, Events registry, Stakeholder registry, Collaboration table and KPI Monitoring table.

Other important documents, such as the list of deliverables, milestones, workplan and the Gantt chart can also be found in the General folder.

6 Deliverables

The Executive Board will take overall responsibility to ensure that the deliverables of the project are produced on time and to the required quality level. The first production of deliverables will be managed at WP level.

The practicalities concerning the commenting of deliverables:

- At least 3 experts within PIISA comment on the deliverable.
- The responsible WP leader or the person responsible for the deliverable decides the reviewers from other Tasks depending on the relevance of the deliverable and the expertise of persons. Also, coordinator Hilppa Gregow can help in deciding the reviewers. The coordinator has helped and will also help to review when needed.
- Deliverables should be sent to selected reviewers for comments one month before the final deadline.

In case of a delay with the deliverable review process, a more precise solution may include submitting the deliverable for review in different parts. In this case, a detailed review calendar should be arranged and agreed upon with the coordinator to minimize the risk of delays with submission while still allowing for the preparation of high quality and proofread deliverables.

If there is a need to postpone the deadline, the coordinator should have time to negotiate no more than a 1–2-month delay regarding the submission with the project officer. This is, however, not the optimal solution. Rather, PIISA intends to keep the deadlines as envisioned in the Grant Agreement as our results are important for EU Mission Adaptation.

The deadlines for the deliverables can be seen in the deliverables list: [Deliverables_final.docx](#) and in the Gantt chart: [PIISA Gantt_final.pdf](#)

The project manager Anna Luomaranta will send the deliverables to the EC. Before the final submission, the quality of all deliverables will be checked at 3 levels by:

- (i) the partner responsible for producing the deliverable;
- (ii) the WP leader; and
- (iii) the coordinator.

Any issues with quality will be resolved before final approval and submission to the EC.

7 Key Performance Indicators (KPIs)

7.1 Monitoring KPIs

PIISA has several Key Performance Indicators (KPIs) that are monitored throughout the project. Work Packages are responsible for achieving the KPIs indicated to them in Table 1. KPIs will be

reported in this report D5.2 and later in D5.3 Project Management Guide (PMG) – Version 3 (M35).

For monitoring the progress of the KPIs a table has been created in the Shared Teams Space: [KPI monitoring table.xlsx](#)

Table 1. The key performance indicators for filling in adaptation and insurance gaps, piloting process KPIs and goals in total for PIISA as progress KPIs. The first column of the table indicates Deliverables and/or WPs responsible for achieving KPIs. The second column shows the target and the third column shows the current progress.

Adaptation and insurance gap filling KPIs	Target	Current progress (September 2024)
KPI 1 (D1.3, D2.2, D3.1, D3.5, D4.2) Climate risks regarding city and well-being, food, and agriculture as well as forest growth risks will be better presented and awareness in the need to adapt will be rising. (WP1, WP2, WP3, WP4)	PIISA mapping and surveying responses will be high, and awareness can be seen from them.	Surveys have been conducted in WP1, collecting 951 responses from 6 European countries (Finland, France, Germany, Italy, the Netherlands, Spain), focusing on climate change awareness, previous damages from climate-related events, insurance coverage and knowledge about NBS.
KPI 2 (D1.2, D1.4) Knowledge on adaptation alternatives employing Nature-Based-Solutions (NBS) will be rising. (WP1)	Collection of NBS published and liked (> 1000) in Twitter.	NBS infocard, CAS report and blog posts on NBS published and liked on LinkedIn & X: impressions 4700 / reactions 72
KPI 3 (D4.7) Business models for NBS and insurance will be developed, demonstrated and the replication strategy documented. (WP1, WP2, WP3, WP4)	Published in open access journals.	
KPI 4 (D3.2) PIISA granular climate adaptation dashboard will complement EIOPA's bottom-up approach by providing very local data and translating the scientific and meteorological data regarding the protection gaps for natural catastrophes (hazards are earthquakes, floods, wildfires, and windstorms) into financial terms. (WP1, WP2, WP3)	Vulnerability, exposure, and insurance coverage will be built in the PIISA Adaptation dashboard for Citizens.	
KPI 5 (D2.2, D3.6) PIISA granular climate adaptation dashboard will be co-designed rapidly because in the co-development	Entering as planned to pilot the PIISA Adaptation Dashboard	



phase, the PIISA consortium will employ several state-of-the-art tools which we learned to exist during the proposal preparation phase. (WP2, WP3)	for citizens to support efforts of EIOPA.	
Piloting process KPIs	Target	
KPI 6 (WP2, WP3 and WP5) Nr of novel piloted open-source risk indicators integrated to Risk Data Hub	> 10	Working on the Climate Dryness Index for compound heatwaves + drought events. Developed Standardized Windstorm Index for monitoring intense wind events
KPI 7 (WP3 D3.14) Nr of pilot domains (sector-product combinations)	10	
KPI 8 (WP3, WP5 D3.2) Nr of areas piloted (EEA climate risk zones, countries, regions, cities)	> 10	
KPI 9 (WP5 D5.11, D5.12) Growth rate of clients interested in parametric insurance solutions	Based on surveys: increasing	
KPI 10 (WP2, WP3, D3.2) Nr of domain pilot demonstrations based on Destination Earth simulations	1	
KPI 11 (WP1 and WP2, D2.3) Open sharing solutions for hazard risks, damage risks and insurance will be in use by supervisors for adaptation and insurance companies when pilots are tested and considered functional. The PIISA granular platform will be open-access.	TRL from 5 to 7-8	
KPI 12 (WP2, WP3 and WP5, D5.12) Seasonal forecasts will be semi-operational and disseminated via C3S as outlooks and tailored for agriculture for the farmers and insurers during the growing season.	TRL from 5 to 7-8	
KPI 13 (WP1, WP3 and WP4) For the local forests, novel microclimatic quick simulations will be applicable for carbon insurance solution testing and support immediate adaptation gap filling.	TRL from 5 to 7	
KPI 14 (WP2) For the forests in the EU, novel indicators for mid- and long-term adaptation planning will be developed and can be further developed.	TRL from 3 to 4	

KPI 15 (WP1 and WP3) Carbon farming insurance will be demonstrated.		TRL from 3 to 4	
Engagement, Dissemination, and Communication items and measures in WP4 and monitoring in WP5	Target		
KPI 16 (D4.2, D4.6) Project website	> 12000 visitors		10747 visits
KPI 17 (D4.2, D4.6) social media	> 1000 total followers		502
KPI 18 (D4.2, D4.6) Newsletters	> 200 subscribers		109
KPI 19 (D4.6, D5.3) PIISA presented in conferences and events	> 40 events attended		14
KPI 20 (D5.9) Scientific publications	> 10 publications		1 published, 1 submitted; 5 under preparation
KPI 21 (D4.6, D4.8, D4.9, D5.3) Webinar series (3 webinars)	> 1000 total attendees		
KPI 22 (D4.2) Blog	12 posts		8
KPI 23 (D4.4, D4.5, D4.9, D5.3) Policy briefs and white papers	> 2 documents		
KPI 24 (D4.6, D4.9, D4.10, D5.3) Workshops, round tables and discussion sessions organized	> 10 PIISA events		2
KPI 25 (D5.3) Clustering activities with related projects and initiatives	8 projects engaged		
KPI 26 (D4.8, D5.3) Mid-term online event	> 150 attendees		
KPI 27 (D4.9, D5.3) Final event	> 150 attendees		

7.2 Feedback and continuous improvement

As we don't have KPIs specifically for WP5, we will gather feedback from the project management during the Mid-Term review. By collecting feedback, we aim to improve engagement and

adaptability. A feedback form to fill in will be prepared and sent to everyone. Anonymous filling of the form will be made possible.

8 Problem solving

Everyone is encouraged not to hesitate to ask for help if you have problems. There are no stupid questions. Depending on the topic you need help with, contact the following persons:

- Problems related to your work in Work Packages, contact the WP Leader or Co-leader: piisawpleads@fmi.fi.
- Problems related to the data management, contact the Data manager, Kaisa.Juhanko@fmi.fi.
- Problems related to the deadlines for Deliverables, contact the coordinator Hilppa.Gregow@fmi.fi or the vice coordinator Heikki.Tuomenvirta@fmi.fi or the project manager Anna.Luomaranta@fmi.fi.
- Problems related to risk or ethical issues: contact the Risk and Ethics Manager Eeva.Kuntsi-Reunanen@fmi.fi.
- Problems related to administrative issues. Contact the Administration Manager Lauri.Uusi-hakala@fmi.fi.
- Problems with budget and financial issues. Contact FMI project finance specialist Reetta Lesonen, Reetta.Lesonen@fmi.fi.
- Problems with using the Shared Teams Space, or e-mail lists: contact the project manager Anna.Luomaranta@fmi.fi.

In case unresolved issues occur, the matters will be dealt with in EB meetings and GAs. And if needed, an extraordinary GA can be organized to reach a consensus how to set-up a problem-solving process. Examples are budget or PM reallocations issues, unclarity in leadership responsibilities and collaboration, and use of allocated resources.