

Logical Framework Approach

The logical framework consists of a 4 x 5 matrix (Table 5), listing the (i) goal, (ii) purpose, (iii) outputs, and (iv) activities. The rows are (i) summaries of the objectives at each level, (ii) performance indicators for achievement of those objectives, (iii) the sources needed to verify the indicators, and (iv) the important assumptions for moving from one level of objectives to the next.

Table 6. Form of the Logical Framework Approach (source: Anon. 1982)

PROJECT STRUCTURE	Measurable indicators	Means of verification	External factors/assumptions
GOAL: sectoral objectives			
PURPOSE: Specific objectives			
OUTPUTS			
ACTIVITIES			

The components of the matrix are defined as follows:

- a) The goal is the higher level objective or longer-term impact of the restoration project on regional, national or EU WFD objectives.
- b) The purpose is the measurable near-term impact of the restoration project which is the final accomplishment of the project.
- c) The outputs are the results of deliverables of the project that the project manager can guarantee.
- d) The activities are the key activities undertaken by the implementation team that summarise the action strategy to produce the outputs.
- e) The indicators are measurements (endpoints) to verify to what extent the objectives at each level are achieved, targeted in terms of quantity, quality and time.
- f) The means of verification are the specific sources of data necessary to verify the indicators at each objective level.
- g) The assumptions are important events, conditions and decisions outside the control of the restoration project that are necessary for meeting the objectives.

The procedures for constructing the logical framework is:

1. Assumptions which are not fulfilled can derail a project as often as poorly executed outputs; e.g. good cooperation amongst diverse stakeholders, appropriate scale of the restoration project, access to suitable land for undertaking project.
2. The purpose plus assumptions at that level should describe the critical conditions for achieving the goal.
3. The outputs plus the assumptions at that level should produce the necessary and sufficient conditions for achieving the purpose.
4. The assumptions at the activity level should not include any pre-conditions; these may be placed underneath the activity level assumptions.
5. Define the measurable indicators:
 - i) at the purpose level
 - ii) at the output level
 - iii) at the goal level
 - v) at the activities level show a Budget Summary.
6. Indicators should define in measurable detail the endpoints required by the objectives, and thus state what will be a sufficient performance to assume that the next level of objective can be reached. Targeting involves putting numbers and dates on indicators, and this is important if monitoring (at the output level) and evaluation (at the purpose level) are to be carried out objectively, e.g. 50% increase in the number of adult migrating salmon, or X% reduction in sediment run off in five years, 3 working papers in year two, a 1:25,000 species distribution map in year 3.

The purpose of indicators is to measure what is important; have quantity, quality and time measures; and be independent from the outputs.

The output and goal level indicators should be objectively verifiable in terms of quantity, quality and time.

7. Define the means of verification
 - i) at the purpose level
 - ii) at the output level
 - iii) at the activity level
 - iv) at the goal level
8. Sources of information for verifying the indicators, and thus for demonstrating what has been accomplished. At the activity level these would follow the programme requirements e.g. quarterly, annual and final reports. At the output level these will often be the publication details for papers, articles, talks. At the higher (developmental) objective levels these will often be publication of river basin management plans and government or agency statistics on WFD achievements.
9. The activities should identify any actions required for gathering means of verification.

**The logical framework can be expanded and upgraded to describe not only the objectives, principal issues, and definition of project components, but also the detailed costings, economic and financial assessments (section 1.2.2 WP5.2 contribution).*