

PLANNING, IMPLEMENTATION, MONITORING, AND EVALUATION STAGES IN DEVELOPMENT SOCIOLOGY: A COMMUNITY PARTICIPATION AND LOCAL WISDOM APPROACH

Hani Giantary Putri, Khomsahrial Romli,
M. Mawardi. J, Sri Ilham Nasution

Raden Intan State Islamic University Lampung, Indonesia

Email: hanigiantary@gmail.com, khomsahrial@gmail.com,
m.mawardij@radenintan.ac.id, sriilhamnasution@radenintan.ac.id

Abstract

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Development is a process of social change that extends beyond economic growth to encompass transformations in social structures, improvements in human resource quality, institutional strengthening, the equitable distribution of opportunities, and enhanced societal well-being. Accordingly, development should be designed and implemented through systematic stages, comprising planning, implementation, monitoring, and evaluation. From the perspective of the sociology of development, the success of development initiatives cannot be assessed solely in terms of the achievement of physical and economic targets, but must also be evaluated in terms of the extent to which communities participate in development processes and benefit from the resulting changes. This article aims to examine the stages of development by positioning communities as active agents of development and integrating local wisdom as a source of social resources within the development process. The study employs a literature review method, analyzing relevant books and journal articles on the sociology of development, development planning, community participation, community development, and participatory development approaches. The findings indicate that development planning should begin with the identification of community needs and potential; implementation should be conducted in a participatory and transparent manner; monitoring is essential to ensure that implementation remains aligned with established.

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INTRODUCTION

Development is a fundamental process in societal life, aimed at bringing about changes that lead to conditions considered to be better. However, development cannot be understood solely as a process of increasing income or constructing physical infrastructure and public facilities. Rather, it is a social process involving people, institutions, values, norms, social relations, and the distribution of resources within society. Todaro and Smith conceptualize development as a multidimensional process encompassing changes in social structures, societal attitudes, and institutions, alongside the acceleration of economic growth and the reduction of inequality. Accordingly, development encompasses not only economic dimensions but also social and institutional dimensions (Todaro and Smith 2020).

From a sociological perspective, development can be understood as a process of planned social change. This means that development does not occur spontaneously but is directed towards achieving specific objectives through various programmes and policies. Given its implications for people's lives, the development process should take into account prevailing social conditions, community needs and potentials, cultural values, and intergroup relations within society. Development approaches that rely exclusively on a top-down orientation risk producing programmes that fail to address the actual needs of local communities. In such approaches, communities are often positioned merely as beneficiaries rather than as active participants in determining the direction of development. Yet, communities possess valuable knowledge of their local environments and the everyday challenges they encounter (Damanik et al. 2026).

It is in this context that participatory approaches become particularly important. Through the Participatory Rural Appraisal (PRA) approach, Chambers emphasises the importance of engaging communities in sharing, analysing, and applying their own knowledge in development planning and action. Research on development planning in Indonesia has also demonstrated that the existence of participatory forums does not automatically guarantee substantive community engagement. Damayanti and Syarifuddin found that development planning forums at the village level continue to face challenges related to inclusivity, as community participation may be restricted to certain representatives and does not necessarily continue consistently through the implementation stage (Suaib 2023).

Therefore, development should be understood as a cycle comprising several interrelated stages. The first stage is planning, which involves identifying problems and needs, defining objectives and targets, formulating strategies and programmes, and determining the resources required. The second stage is implementation, which entails translating plans into concrete activities. The third stage is monitoring, which involves systematically observing implementation processes to ensure that activities are carried out in accordance with established plans. The final stage is evaluation, which assesses programme outcomes, benefits, impacts, and sustainability. In addition to community participation, development should also take local wisdom into account. Every community possesses knowledge, values, norms, traditions, and social mechanisms that have evolved through long-standing experiences in managing social life and interacting with the surrounding environment. Local wisdom can serve as a form of social capital that supports successful development when appropriately incorporated into planning and implementation processes (Bihamding 2020).

Therefore, examining the stages of development is essential from the perspective

of the sociology of development, as development concerns not only how programmes are designed and implemented but also how the resulting changes are received, utilised, monitored, and evaluated by communities.

LITERATURE REVIEW

Community-Based Development Sociology

The sociology of development examines social change within society, including transformations in social structures, intergroup relations, cultural values, and patterns of social life resulting from development processes. Development focuses not only on economic growth and infrastructure provision but also on the equitable distribution of welfare, social justice, empowerment, and the enhancement of community capacity. In this context, community-based development positions communities as the principal agents in identifying problems, determining needs, making decisions, implementing activities, and evaluating development outcomes. Through the Participatory Rural Appraisal (PRA) approach, Chambers (1994) emphasises the importance of community involvement in analysing local knowledge as a foundation for development planning. Such participation is supported by social capital in the form of trust, shared norms, and cooperation fostered through deliberative decision-making and mutual assistance (Sukmana et al. 2026). Therefore, participatory development should be implemented inclusively by ensuring access to information, equal opportunities, and the involvement of all community groups so that development initiatives align with local needs and sociocultural conditions.

Community Participation in Development

Community participation refers to the involvement of individuals and groups in the development process, encompassing the expression of aspirations, decision-making, activity implementation, monitoring, and the evaluation of development outcomes. According to Chambers (1994), participatory approaches recognise communities' capacity to understand their living conditions and determine contextually appropriate actions through activities such as participatory mapping, focus group discussions, and collective problem identification. In Indonesia, the *Musyawarah Perencanaan Pembangunan* (Musrenbang), or Development Planning Deliberation Forum, serves as a mechanism for gathering community aspirations, although citizen involvement in the implementation, monitoring, and evaluation stages requires further strengthening (Purwanto et al. 2025). Meaningful participation should therefore be measured not merely by community attendance at deliberative forums but also by the extent to which community aspirations influence decisions and programme implementation. Sustained involvement throughout all stages of development can enhance transparency, collective responsibility, a sense of ownership, and programme sustainability, thereby ensuring greater responsiveness to community needs.

Local Wisdom as a Foundation for Participatory Development

Local wisdom encompasses the knowledge, values, norms, and social practices that develop within communities, including mutual assistance (*gotong royong*), deliberative decision-making (*musyawarah*), social solidarity, and resource management based on local customary practices. Within the sociology of development, local wisdom plays an important role in supporting development planning and implementation that

reflect sociocultural conditions and community needs (Jaki et al. 2026). Research by Sopanah, Harnovinsah, and Sulistyan (2023) indicates that local knowledge and informal meetings can provide channels through which communities express their aspirations and strengthen participatory planning and budgeting. Incorporating local wisdom can also foster cooperation, shared responsibility, and the collective use of resources. Nevertheless, its application must uphold the principles of justice, equality, and respect for the rights of all community groups. Accordingly, integrating community participation with local wisdom is essential to promoting development that reflects regional characteristics, strengthens social relationships, preserves cultural heritage, and supports sustainable development (Sopanah et al. 2023).

The Planning Stage of Participatory Development

Planning is the initial stage of development, intended to establish the direction, objectives, priorities, resources, and programmes based on community needs. In community-based development, planning is conducted participatorily through problem identification, mapping of local assets and potential, priority setting, and the formulation of programmes and success indicators. Chambers explains that the Participatory Rural Appraisal (PRA) approach enables communities to participate in gathering and analysing information through area mapping, group discussions, and field observations. This approach can be implemented through the *Musyawarah Perencanaan Pembangunan* (Musrenbang) and village deliberative forums, while taking local wisdom, including deliberative decision-making and mutual assistance, into account. The success of participatory planning therefore depends not merely on holding deliberative forums but also on information transparency, the representation of all community groups, and transparent priority-setting processes. These conditions help ensure that community aspirations inform subsequent development implementation, monitoring, and evaluation (Rahmawati et al. 2026).

The Implementation Stage of Participatory Development

Implementation is the stage at which development plans are translated into concrete activities through coordination, the allocation of responsibilities, resource management, and programme delivery, with communities actively involved throughout the process. In community-based development, residents may contribute by expressing ideas, sharing skills, applying local knowledge, managing activities, and overseeing the use of resources. Successful implementation is supported by open communication, trust, equitable sharing of responsibilities, and the application of local wisdom, such as *gotong royong* and *musyawarah*, to strengthen cooperation and resolve disagreements. Furthermore, all activities should remain aligned with the agreed plans, while adjustments arising from technical constraints, budgetary limitations, or changing community needs should be discussed transparently with the relevant stakeholders. Thus, collaborative development implementation can strengthen community ownership, enhance empowerment, and support the sustainability of development outcomes (Mozin and Abdussamad 2025).

The Monitoring Stage of Participatory Development

Monitoring is the systematic and periodic observation of development implementation to ensure that activities remain aligned with established plans, resources

are used appropriately, progress is assessed, and emerging obstacles are identified. In community-based development, participatory monitoring involves residents in field observations, periodic discussions, activity inspections, and the submission of reports or complaints. Chambers emphasises the importance of participatory approaches that enable communities to analyse their circumstances and assess the changes taking place. From the perspective of the sociology of development, monitoring also functions as a mechanism of social control, enabling communities to oversee programme implementation, report discrepancies, and assess development impacts. Monitoring should therefore be supported by transparent access to information, clearly defined and easily understood indicators, and appropriate follow-up on community feedback. These measures ensure that monitoring findings can inform programme improvements while strengthening transparency and development accountability (Permana et al. 2026).

The Evaluation Stage of Participatory Development

Evaluation is the process of assessing development processes and outcomes to determine the extent to which objectives have been achieved, programmes have been effective, benefits have been distributed equitably, social and environmental impacts have emerged, and development outcomes can be sustained. Under a participatory approach, communities are involved in the assessment process through group discussions, interviews, satisfaction surveys, and evaluation forums, enabling them to share their experiences and recommend improvements. Evaluation findings are compared with previously established objectives and success indicators to ensure that assessments are systematic and objective. From the perspective of the sociology of development, evaluation also serves as a mechanism for collective learning, helping identify enabling factors, implementation barriers, and unmet needs. Evaluation is closely linked to monitoring because monitoring findings provide an important evidence base for assessing programme achievements and benefits. Consequently, community involvement in evaluation is essential for generating recommendations that respond to residents' needs and inform subsequent development planning, thereby supporting continuous improvement and long-term sustainability (Fadila et al. 2026).

RESEARCH METHODS

This article employs a library research method. The study involves collecting, reading, comparing, and analysing various sources relevant to the sociology of development, community development, development planning, community participation, development evaluation, and local wisdom. The sources comprise academic books and scholarly journal articles. Key references include the works of Todaro and Smith on economic development, Soetomo on community development, Adisasmita on rural development and participatory approaches, and Chambers on Participatory Rural Appraisal (PRA). Adisasmita's work specifically examines participatory approaches, PRA, community participation, community empowerment, and rural development. The data are analysed using a descriptive-analytical approach, which involves outlining key concepts and subsequently examining their interrelationships to develop an understanding of the stages of development as an ongoing and continuous process.

RESULTS AND DISCUSSION

Development from a Sociological Perspective

The sociology of development conceptualises development as a process of social change involving individuals, groups, institutions, social structures, values, norms, and culture. Accordingly, development cannot be separated from the social conditions of the communities in which it takes place. Successful development is not limited to the construction of roads, buildings, and economic facilities or increases in income. More importantly, development should enhance communities' capacity to manage their own lives and affairs (Fauzi 2026).

Soetomo explains community development within a framework that recognises communities as an essential component of the development process. Community development is not merely a matter of providing assistance to communities; it also involves strengthening their capacity to address problems and develop their existing potential (Gulo et al. 2026).

From this perspective, development should not position communities as passive objects. Instead, communities should act as the subjects of development, with opportunities to identify problems, express their aspirations, determine priorities, implement activities, monitor progress, and assess development outcomes.

The Development Planning Stage

Planning is the initial and a particularly decisive stage of development. It provides direction for proposed activities and determines the resources required to achieve established objectives. Riyadi and Bratakusumah explain that development planning involves determining appropriate future actions through a process of choice that takes available resources into account (Kuncoro, 2018). From a participatory development perspective, planning should not be undertaken exclusively by government authorities or technical experts. Communities need to be involved because they possess direct knowledge of the conditions and problems affecting their local environments (Tambaip, Moento, and Tjilen 2023).

The development planning process can be undertaken through the following steps.

1. Problem identification

The first step is to identify the problems facing the community. These may include poverty, unemployment, limited access to education and healthcare, inadequate infrastructure, restricted economic opportunities, environmental concerns, and other social issues. Problem identification should be grounded in empirical data and actual conditions rather than relying solely on assumptions made by government authorities or programme implementers.

2. Identification of local potential

In addition to identifying problems, development planning should recognise community assets and potential. These may include human resources, natural resources, social institutions, community groups, economic enterprises, cultural resources, social networks, and local wisdom. This approach is important because development should not focus exclusively on community deficiencies but should also build upon existing strengths and capacities.

3. Priority setting

Not all problems can be resolved simultaneously. Therefore, priorities must be established. Ideally, priority setting should be conducted through deliberative

discussions with community members to ensure that selected programmes are genuinely relevant to their needs.

4. Defining objectives and targets

Once problems and priorities have been identified, the next step is to establish objectives and targets. These should be clearly defined and measurable to facilitate subsequent monitoring and evaluation.

5. Programme formulation

The next stage involves designing programmes that correspond to established objectives and community needs. This process should specify the activities to be undertaken, intended beneficiaries, implementation schedules, funding sources, responsible parties, success indicators, and monitoring and evaluation mechanisms.

6. Community involvement

Community participation should begin at the planning stage. Research on participation in development planning indicates that communities play a strategic role not only in formulating plans but also in determining priorities, overseeing implementation, and evaluating development outcomes. Participatory planning therefore involves more than inviting community members to deliberative forums; it requires ensuring that their views genuinely inform decision-making.

The Development Implementation Stage

Implementation is the stage at which plans are translated into concrete action. Programmes that have been designed must be carried out in accordance with established objectives, targets, schedules, budgets, and procedures. However, development implementation often encounters various challenges, including budgetary constraints, limited human resource capacity, competing interests, inadequate coordination, poor communication, and low levels of community participation. In community-based development, communities should not be positioned merely as beneficiaries. They can also participate as implementers, managers, and monitors, in addition to benefiting from programme outcomes (Albar and Hambali 2024).

Adi Sasmita places participatory approaches and empowerment at the centre of rural development. These approaches emphasise the importance of community involvement in development processes that reflect local conditions and potential (Amijaya, Afifah, and Rismawati 2024).

Participatory development implementation can be facilitated through the following measures:

1. Establishing implementation groups.
2. Clearly allocating responsibilities.
3. Strengthening community capacity.
4. Mobilising local resources.
5. Ensuring access to information.
6. Managing budgets transparently.
7. Coordinating relevant stakeholders.
8. Facilitating community oversight.

Participation during implementation is also essential for fostering a sense of ownership of development programmes. When communities perceive a programme as addressing their own needs, its prospects for long-term sustainability are likely to improve.

Monitoring in Development

Monitoring involves the systematic observation of development activities throughout the implementation process. It differs from evaluation in that monitoring takes place while a programme is ongoing, whereas evaluation places greater emphasis on assessing programme outcomes and impacts at a particular point in time. Monitoring is necessary to determine whether activities are proceeding according to plan, budgets are being used in accordance with established requirements, programme targets are being achieved, communities are participating in activities, implementation obstacles or deviations have emerged, and changes in strategy are required (Dilapanga, Rantung, and SH 2022).

Monitoring can also function as an early-warning mechanism. When problems arise during implementation, corrective measures can be introduced promptly rather than postponed until the programme has concluded. Within the Participatory Rural Appraisal (PRA) framework, participatory methods can be applied not only to planning but also to monitoring and evaluation. Chambers demonstrates that participatory approaches provide opportunities for communities to analyse their own circumstances and engage in development processes. Accordingly, monitoring should not be conducted exclusively by government authorities or programme implementers. Communities should also be given meaningful opportunities to exercise social oversight (Ariesta et al. 2024).

The Development Evaluation Stage

Evaluation is the stage at which the extent to which a development programme has achieved its established objectives is assessed (Sudrajat 2025).

Evaluation should address more than whether a programme has been implemented. It should also examine the following questions:

1. Has the programme achieved its objectives?
2. Who has benefited from the programme?
3. Are the benefits consistent with community needs?
4. What changes have occurred following programme implementation?
5. Can the programme and its outcomes be sustained?

Development evaluation can be conducted across several dimensions.

1. Input evaluation

Input evaluation examines the resources used in a programme, including financial allocations, human resources, facilities, technology, time, materials, and equipment.

2. Process evaluation

Process evaluation examines how a programme is implemented. Relevant considerations include whether activities follow the established schedule, whether communities are involved, how stakeholders coordinate their efforts, what obstacles arise, and how problems are addressed.

3. Output evaluation

Outputs are the immediate products or deliverables of a programme. Examples include the number of community members participating in training, the number of facilities constructed, the number of groups established, and the number of products generated.

4. Outcome evaluation

Outcome evaluation examines the changes that occur following programme

implementation. These may include improved skills, increased income, enhanced organisational capacity, improved access to public services, and increased community participation.

5. Impact evaluation

Impact evaluation examines broader and longer-term changes. In community development, these impacts may include improved well-being, reduced inequality, greater community self-reliance, stronger social cohesion, and the establishment of more robust community institutions.

Local Wisdom in Development

Local wisdom encompasses the knowledge, values, norms, customs, and practices that develop within communities and form part of the ways in which people respond to everyday challenges. Local wisdom occupies an important position in development because communities do not exist in a social vacuum. Each community has its own history, culture, customs, and value systems that influence how its members respond to change. In the context of development, local wisdom can serve as social capital, a source of local knowledge, a means of strengthening solidarity, a resource for conflict resolution, a foundation for community participation, a source of collective identity, and a mechanism for supporting development sustainability (Sagajoka and Fatima 2023).

For example, the principle of gotong royong, or mutual assistance and collective action, can support community-based development. Communities can collectively mobilise labour, knowledge, and resources to address environmental problems. Nevertheless, local wisdom must also be approached critically. Not every customary practice should be preserved if it conflicts with the principles of justice, equality, the protection of vulnerable groups, or human rights. Development should therefore not be framed as a choice between modernisation and tradition. Instead, it requires an adaptive process that brings modern knowledge into dialogue with local knowledge (Kiptiah et al. 2025).

The Relationship between Planning, Implementation, Monitoring, and Evaluation

These four stages are interconnected and should be understood as a continuous cycle.



Figure 1. Relationship between Planning, Implementation, Monitoring, and Evaluation

Evaluation should not be treated as a final stage that ends the development process. Rather, its findings should inform subsequent planning. In this context, development constitutes a process of social learning. Communities learn from their experiences, government authorities learn from programme implementation, and community groups learn from both successes and failures. Development thus becomes an ongoing process of improvement. The literature on development participation also indicates that community involvement should extend throughout the development cycle rather than being confined to the planning stage. Margareta and Salahudin emphasise the importance of participation in development planning, implementation, monitoring, and

evaluation (Kayupa et al. 2025).

In practice, however, community participation in development in Indonesia is often more prominent during planning, while involvement in monitoring and evaluation tends to be comparatively weaker. Recent studies on development participation in Indonesia also indicate disparities in participation across the development cycle. Strengthening community-based monitoring and evaluation mechanisms is therefore an important component of democratic development (Zain, Ibrahim, and SP 2026).

A Model of Participatory Development Stages

Based on the foregoing discussion, the stages of development can be conceptualised as a continuous and iterative process comprising planning, implementation, monitoring, evaluation, and follow-up. The planning stage involves identifying problems and local potential, establishing priorities and objectives, and formulating programmes that respond to community needs. The implementation stage subsequently encompasses the allocation of roles and responsibilities, the mobilisation of resources, the execution of activities, and community empowerment. During the monitoring stage, ongoing activities are systematically observed and supervised to identify implementation barriers and determine the corrective measures required. Evaluation is then conducted by assessing programme inputs, processes, outputs, outcomes, and impacts on the community. The findings of this evaluation provide the basis for follow-up actions, including programme improvement, institutional strengthening, and measures to ensure the sustainability of development initiatives. These findings also inform the formulation of subsequent development plans. Throughout this process, three fundamental principles must be upheld: community participation, local wisdom, and transparency. These principles play a crucial role in strengthening development implementation, ensuring that development initiatives not only generate physical improvements but also enhance community capacity, self-reliance, and well-being in a sustainable manner (Hartini and Majid 2025).

Sociological Analysis

From the perspective of the sociology of development, several important considerations warrant attention (Sunarso 2023).

1. First, development is a process of social change. Every development programme can transform social relationships, community structures, occupational patterns, values, and behaviour.
2. Second, development can generate inequality when access to development resources is unevenly distributed. Planning must therefore take into account the needs of low-income groups, women, young people, vulnerable populations, and communities with limited access to resources and services.
3. Third, development involves power relations. Actors with greater resources tend to exert greater influence over policy decisions. Consequently, community participation must be substantive rather than merely a formal requirement.
4. Fourth, development requires social capital. Trust, social networks, mutual assistance, solidarity, and shared norms can serve as important resources for supporting development implementation.
5. Fifth, development must account for local contexts. A programme that succeeds in one region may not produce the same results when directly replicated elsewhere.

Communities differ in their social, cultural, economic, and geographical circumstances.

Challenges in Development Implementation

In practice, development faces several challenges.

1. Tokenistic participation
Community members are sometimes invited to development forums, but their views do not genuinely influence decision-making.
2. Information asymmetry
Government authorities or programme implementers often possess more information than community members, placing communities in a weaker bargaining position.
3. Elite domination
Certain groups may dominate the planning process, preventing the needs of less influential community members from being adequately accommodated.
4. Resource constraints
Limited budgets, technical expertise, facilities, and human resources can impede programme implementation.
5. Conflicting interests
Differences in interests among government authorities, communities, private-sector actors, and other stakeholders can affect the development process.
6. Weak evaluation practices
Evaluation sometimes focuses solely on whether activities have been completed, without assessing changes in people's lives. Development evaluation should therefore go beyond administrative indicators and examine social change and the benefits experienced by communities (Widnyani 2025).

CONCLUSION

Development from the perspective of sociology is a planned process of social change involving various actors within society. Development cannot be measured solely in terms of economic growth or physical infrastructure; it must also be assessed in terms of improvements in quality of life, community capabilities, equity, social institutions, and societal well-being. The stages of development comprise planning, implementation, monitoring, and evaluation. Planning should begin with identifying community problems and potential, as well as establishing priorities based on actual needs. Implementation should be conducted transparently and participatorily, providing opportunities for communities to act as active agents of development. Monitoring is necessary to ensure that implementation proceeds in accordance with established plans while enabling the early identification of potential obstacles. Evaluation, meanwhile, is essential for assessing programme success, benefits, impacts, and sustainability.

Local wisdom plays an important role as a source of knowledge, social capital, identity, and community resilience in responding to change. Integrating local wisdom into modern development approaches can produce initiatives that are more contextually relevant and more readily accepted by communities. Accordingly, ideal development is not merely development that is “carried out for the community,” but rather development that is “planned with the community, implemented with the community, monitored with the community, and evaluated with the community.” This approach enables development to become an empowering process that enhances communities’ capacity to determine

their own futures and improve their own living conditions.

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