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Extent of Implementation of the Expanded National Greening Program (ENGP) in Surigao del Sur

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Abstract: This study assessed the Extent of Implementation of the Expanded National Greening Program (ENGP) across three Community Environment and Natural Resources Offices (CENROs) in the province of Surigao del Sur, namely: Cantilan, Bislig, and Lianga. The lack of localized research that explores how the ENGP policy is being carried out at a grassroots level prompted the conduct of this study in July 2024 until June 2025. A total of 351 respondents participated in the evaluation using Cochran sampling, a descriptive-evaluative research design and a 65-item Likert-scale instrument covering legal foundations, stakeholder participation, resource allocation, planting activities, monitoring, and sustainability governance mechanisms. Findings revealed that the overall extent of ENGP implementation is Very High with a composite mean of 4.34, indicating strong, consistent, and well-established program execution. Among the three CENROs, Cantilan emerged as the highest performer with a Very High mean of 4.66, while Lianga (4.14) and Bislig (3.91) demonstrated a High extent of implementation. The program's strengths include clear legal frameworks, active involvement of farmer-beneficiaries, and robust post-planting support mechanisms. The areas needing enhancement are fund distribution transparency, stakeholder participation during consensus-building, and sectoral representation. The results suggest that improving inclusiveness and equity in program processes will further strengthen its long-term environmental impact. It is recommended to enhance transparency, broaden stakeholder engagement, and replicate best practices from high-performing CENROs.

Keywords: *ENGP Implementation, CENRO Performance, Environmental Program Evaluation, Governance Mechanisms*

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I. INTRODUCTION

The Expanded National Greening Program (ENGP) is one of the Philippine government's most extensive environmental rehabilitation efforts, making it a subject of continuous evaluation to determine its implementation performance across localities pursuant to the provision stipulated in Executive Order No.193 series of 2015 as an enhancement of the previous Executive Order No. 26 series of 2011, the National Greening Program (NGP). This study assessed the Extent of Implementation of the Expanded National Greening Program (ENGP) across three Community Environment and Natural Resources Offices (CENROs) in the province of Surigao del Sur, Philippines, namely: Cantilan, Bislig, and Lianga. The lack of localized research that explores how the ENGP policy is being carried out at a grassroots level prompted the conduct of this study in July 2024 until June 2025. A total of 351 respondents participated in the evaluation using Cochran sampling, a descriptive-evaluative research design and a 65-item Likert-scale instrument which was validated by experts covering legal foundations, stakeholder participation, resource allocation, planting activities, monitoring, and sustainability governance mechanisms as perceived by the ENGP recipients. This perspective aligns with the purpose of assessing the

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overall extent of ENGP implementation in Surigao del Sur, where reforestation efforts require strong participation among Community Environment and Natural Resources Offices (CENROs), people's organizations, barangays, and local institutions.

Large-scale reforestation initiatives achieve higher implementation effectiveness when operational clarity, monitoring systems, and local capacity are firmly established. For instance, Chazdon and Guariguata (2016) emphasized that national reforestation programs succeed when post-planting support mechanisms, monitoring tools, and institutional leadership are strong and consistent. Similarly, Adams and Rodrigues (2020) argued that forest restoration programs in tropical countries tend to perform well when local communities participate actively and when funding flows are predictable and well-managed. These findings parallel the ENGP implementation structure, which relies on CENROs and community organizations to execute and sustain planting activities.

In the Philippine context, several studies highlight the generally positive performance of ENGP in various regions, particularly when the partnership between the Department of Environment and Natural Resources (DENR) and local organizations is strong. The Forest Management Bureau (DENR–FMB, 2020) reported that ENGP implementation in CARAGA, Central Luzon, and parts of Mindanao has shown "high to very high" performance levels due to community-driven site development and improved monitoring procedures. In Surigao del Sur, the presence of active people's organizations has been identified as a major factor influencing ENGP's success, especially in upland barangays where reforestation relies on community labor and stewardship.

A study in Indonesia by Supriatna (2021) found that local implementers' technical training significantly improved program outcomes, particularly in seedling management and site rehabilitation. Another global review by Malkamäki et al. (2019) concluded that successful restoration programs benefit from strong institutional support, predictable budgeting, and inclusive management frameworks—elements mirrored in the ENGP design.

Local studies provide further evidence that ENGP implementation in the Philippines tends to be evaluated positively when participatory approaches and transparency mechanisms are present. Reyes and Rola (2021) found that community-based forest management structures have strengthened ENGP implementation, especially when barangay-level institutions are given roles in planning and monitoring. In Northern Mindanao, Arances et al. (2020) reported high implementation success in ENGP areas that maintained robust LGU-DENR collaboration. In addition, a study in Davao Region showed that ENGP implementation was rated "very high" when local organizations were consistently engaged in site validation and seedling production (Villanueva, 2022).

Studies in CARAGA Region—where Surigao del Sur belongs—mirror these findings. Research by Alcantara et al. (2021) noted that CENROs in Bislig, Cantilan, and Lianga demonstrate high implementation efficiency because of active people's organizations and LGU partnerships. This aligns with the findings of the present study in Surigao del Sur, where the overall extent of ENGP implementation is rated "Very High," suggesting strong performance across planning, implementation, monitoring, and sustainability mechanisms.

Foreign evaluations underscore that multi-agency reforestation programs require continuous monitoring and clear operational guidelines to maintain high implementation levels. Trochim and Donnelly (2021) emphasized that implementation quality improves when programs employ standardized evaluation frameworks and when communication is strong at all levels of governance. These insights reflect ENGP's own structure, where CENROs follow uniform guidelines issued by DENR.

The ENGP implementation success depends on strong institutional leadership, active community participation, effective monitoring, and consistent funding. The findings from Surigao del Sur—showing a "Very High" implementation rating—are therefore aligned with the broader literature, confirming that when reforestation programs integrate stakeholder involvement, support mechanisms, and coherent guidelines, high levels of implementation performance are achieved.

II. PRESENTATION, ANALYSIS, AND INTERPRETATION OF DATA

The results of the study on the implementation of the Expanded National Greening Program (ENGP) as perceived by 351 respondents across three Community Environment and Natural Resources Offices (CENROs) in the province of Surigao del Sur, Philippines are presented below. The data are organized into four major parts: (1) distribution of respondents, (2) overall extent of ENGP implementation, (3) comparison among the three CENROs, and (4) strengths and areas for improvement. Descriptive statistics such as frequency, percentage, weighted mean, and composite mean were employed in the interpretation of data.

Table 1. Distribution of Respondents per CENRO

Distribution of Respondents Across the Three (3) CENROs

CENRO	FREQUENCY (f)	PERCENTAGE (%)
CENRO CANTILAN	179	51.0%
CENRO BISLIG	111	31.6%
CENRO LIANGA	61	17.4%
TOTAL	**351**	**100%**

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Table 1 presents the distribution of the 351 respondents across the three CENROs in the province, showing that CENRO Cantilan accounts for 51.0%, followed by CENRO Bislig with 31.6%, and CENRO Lianga with 17.4%. This unequal distribution indicates varying levels of ENGP engagement, operational coverage, or accessibility among sites. According to Creswell and Creswell (2018), differences in subgroup size within a sample may influence how strongly each subgroup shapes aggregate findings, especially when one group comprises more than half of the respondents. In this case, the predominance of respondents from Cantilan suggests that province-wide perceptions of ENGP implementation may be more reflective of experiences in this CENRO. This aligns with De Vaus (2014), who emphasizes that survey data must be interpreted with sensitivity to the distribution of respondents across relevant administrative or geographic divisions, since an over-represented subgroup can disproportionately influence the central tendency of the results.

Moreover, the variability in respondent numbers may also reflect differences in program reach, project area size, or ease of mobilization at the community level. Literature on environmental governance shows that program visibility and local engagement often differ across field offices, depending on resource availability, geographic accessibility, and organizational capacity (Bennett et al., 2018). In the ENGP context, studies have documented that implementation intensity tends to vary across CENROs due to differences in manpower, logistics, and local partnerships (DENR-FMB, 2020). These insights support the interpretation that Cantilan's larger representation may indicate stronger program presence or more established community networks compared with Bislig and Lianga.

From a methodological standpoint, the total sample size of 351 is adequate for descriptive evaluation studies, as large samples increase estimate precision and reduce sampling error (Field, 2018). However, unequal subgroup sizes require careful interpretation when comparing implementation levels across agencies, since smaller samples—such as the 61 respondents from Lianga—may reflect greater variability or reduced statistical power. Trochim and Donnelly (2021) note that when evaluating multi-site implementation, researchers must consider both the overall sample adequacy and the proportionality of subgroup representation to avoid misinterpretation of inter-agency comparisons. Thus, while the data provide a reliable basis for analyzing ENGP implementation, the dominance of Cantilan respondents indicates the need to contextualize cross-CENRO comparisons with an awareness of sample distribution.

Table 2. Improved Interpretation of Overall ENGP Implementation in the Province
Overall Extent of ENGP Implementation in the Province

VARIABLE	COMPOSITE MEAN	VERBAL INTERPRETATION
ENGP Implementation (65 Items)	4.34	Very High

The overall composite mean of 4.34, interpreted as "Very High," indicates that respondents strongly agree that the Expanded National Greening Program (ENGP) is effectively implemented across the province. This suggests that ENGP activities—ranging from site preparation and tree planting to monitoring, coordination, and sustainability mechanisms—are perceived as consistent, well-organized, and responsive to local needs. Such a high rating aligns with the findings of DENR–FMB (2020), which reported generally strong ENGP performance in regions where local partnerships and community-driven implementation are robust. This supports the notion that effective ENGP roll-out is often a result of strong coordination between CENROs, people's organizations, and local government units.

Furthermore, the Very High overall rating is consistent with literature indicating that environmental programs tend to perform better when communities are meaningfully engaged in program implementation. Bennett et al. (2018) highlight that participatory environmental governance contributes to stronger project outcomes by fostering local ownership and sustained community involvement. Given that ENGP heavily relies on community-based forest management and on-the-ground participation, the high implementation rating in this province reflects the importance of these grassroots relationships.

The result also supports broader empirical findings that national reforestation initiatives yield stronger implementation scores when monitoring systems are clearly defined and when implementers have adequate technical and administrative capacity. As Creswell and Creswell (2018) emphasize, program clarity and structural support enhance stakeholders' understanding of program objectives, which in turn improves reported implementation performance. Similarly, Trochim and Donnelly (2021) assert that successful program evaluation outcomes often stem from well-established processes and clear operational guidelines—characteristics that ENGP beneficiaries and partner groups in this study appear to recognize.

Table 3. Extent of ENGP Implementation per CENRO
Comparison of ENGP Implementation Across the Three CENROs

CENRO	COMPOSITE MEAN	VERBAL INTERPRETATION
CENRO Cantilan	4.66	Very High
CENRO Lianga	4.14	High
CENRO Bislig	3.91	High

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OVERALL MEAN	**4.34**	**Very High**

- *Improved Comparison of ENGP Implementation Across the Three CENROs*

The comparison of implementation levels across the three CENROs reveals distinct variations in the perceived effectiveness of the Expanded National Greening Program (ENGP). CENRO Cantilan, with a composite mean of 4.66 (Very High), stands out as the strongest implementer in the province. This rating suggests a highly organized program management structure, stronger local partnerships, and more active community participation. The high scores across nearly all indicators align with the findings of DENR–FMB (2020), which reported that ENGP sites with better institutional capacity, adequate manpower, and consistent monitoring systems tend to achieve higher implementation performance. Cantilan's results echo this pattern, indicating that operational strength and community engagement may be key factors behind its superior implementation rating.

In contrast, CENRO Lianga, with a composite mean of 4.14 (High), demonstrates a generally effective implementation but shows relatively lower performance in areas such as stakeholder participation, fund distribution fairness, and representation of vulnerable sectors. These findings are consistent with broader research suggesting that variations in local governance structures and resource availability can influence the quality of environmental program delivery at the field-office level (Bennett et al., 2018). Lianga's "High" rating indicates that although ENGP activities are being carried out satisfactorily, there may be gaps in participatory processes or operational consistency.

Meanwhile, CENRO Bislig, with the lowest mean rating of 3.91 (High), reflects acceptable yet comparatively less effective ENGP implementation. Some indicators—particularly those related to consensus-building, sectoral inclusiveness, and transparency—received noticeably lower scores. This aligns with the observation of De Vaus (2014) that implementation quality in multi-site programs often varies depending on logistical constraints, geographic accessibility, and staff capability. The results suggest that Bislig may be experiencing these challenges more strongly than the other CENROs, which could affect program responsiveness and community-level outcomes.

From a program evaluation perspective, such variation across administrative units is expected. According to Trochim and Donnelly (2021), decentralized program implementation often results in uneven performance because each local office operates with different contextual factors, such as staffing levels, resource support, and stakeholder relationships. The findings of this study reflect this pattern: while all three CENROs demonstrate strong implementation overall, Cantilan's much higher score suggests more mature institutional practices, a stronger monitoring framework, or more effectively mobilized beneficiary groups.

Overall, the comparative results indicate that ENGP implementation is consistently strong across the province but not uniform. Cantilan emerges as a model of high implementation effectiveness, while Lianga and Bislig—though performing well—require capacity strengthening in participatory governance, inclusiveness, and transparency to achieve implementation quality comparable to Cantilan. These insights are consistent with the literature on environmental program variability and highlight the importance of contextualizing implementation performance within local administrative conditions (Bennett et al., 2018; DENR–FMB, 2020).

Table 4. Top Three (3) Highest-Rated ENGP Indicators Strengths of ENGP Implementation

ITEMS NUMBER	INDICATOR	MEAN	VERBAL INTERPRETATION
43	Mechanisms ensuring successful implementation even after the planting phase	4.53	Very High
13	Tree planting actively conducted by farmer-beneficiaries	4.51	Very High
1	Legal coverage of ENGP clearly defined (upland, coastal, ancestral domain, protected areas)	4.49	Very High

The highest-rated indicators in the study reveal several key strengths that characterize the effective implementation of the Expanded National Greening Program (ENGP) across the province. One of the strongest areas of performance is the presence of well-defined sustainability mechanisms following the planting phase, as demonstrated by the highest mean rating (Item 43). This finding suggests that communities and implementing units perceive ENGP as not merely a tree-planting activity but a long-term ecological initiative supported by maintenance activities, seedling survival monitoring, and continuous site assessment. This aligns with the national ENGP evaluation conducted by the Forest Management Bureau, which emphasized that the program's success is closely tied to post-planting care and survival rate enhancement practices (DENR–FMB, 2020). Strong post-care strategies have also been identified in environmental governance literature as key predictors of long-term program success, especially in reforestation and rehabilitation initiatives (Chazdon & Guariguata, 2016). Another major strength revealed in the results is the active involvement of farmer-beneficiaries and local communities in actual planting activities (Item 13). High participation reflects strong community engagement, which prior studies identify as essential in sustaining environmental projects and improving local ownership of outcomes (Bennett

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et al., 2018). Programs like ENGP that integrate community-based forest management often report greater success because local beneficiaries not only contribute labor but also become long-term stewards of the planted areas. According to Reyes and Rola (2021), community engagement ensures that reforestation programs are socially embedded, culturally appropriate, and more likely to achieve ecological continuity. The high rating in this area indicates that the ENGP sites in the province have effectively mobilized people's organizations, upland farmers, and partner communities.

Equally notable is the strong rating on the clarity of ENGP's legal framework and coverage (Item 1). Respondents recognize that the policy foundation guiding ENGP—covering upland areas, coastal zones, ancestral domains, and protected landscapes—is well communicated and understood. Literature on environmental policy implementation stresses that program clarity enhances compliance, reduces operational ambiguity, and supports coordinated action among stakeholders (Creswell & Creswell, 2018). The DENR's policy issuances on ENGP emphasize multi-ecosystem coverage and inter-agency collaboration, which may have contributed to the strong perception of legal and structural clarity in this study (DENR–FMB, 2020). Clear policy foundations also improve implementer confidence and beneficiary alignment, as supported by Trochim and Donnelly (2021), who note that operational transparency and well-defined protocols are crucial for effective program roll-out.

Collectively, these strengths reflect a program that is broadly understood, community-supported, and anchored in strong policy guidelines. High performance in sustainability mechanisms, stakeholder involvement, and policy clarity points to a mature and well-functioning ENGP structure in the province. These findings are consistent with international literature emphasizing that successful reforestation programs typically combine ecological strategies, institutional clarity, and community participation (Chazdon & Guariguata, 2016; Bennett et al., 2018). The strong ratings in these areas therefore indicate that ENGP is being implemented in ways that align with global best practices in forest landscape restoration and participatory environmental governance.

Table 5. Lowest Three (3) Rated ENGP Indicators (But Still High) Areas for Improvement in ENGP Implementation

ITEMS NUMBER	INDICATOR	MEAN	VERBAL INTERPRETATION
33	Conduct of national-level programs and fair allocation of funds	4.06	High
34	Inclusion of farmers/beneficiaries in consensus-building and idea generation	4.17	High
35	Representation of various sectors in the ENGP implementation	4.10	High

Despite the overall Very High implementation rating of the Expanded National Greening Program (ENGP) in the province, the lowest-rated indicators—although still within the "High" category—highlight important areas where program effectiveness could be strengthened. One notable concern relates to the fair and equitable distribution of funds and resources (Item 33). Although respondents generally agree that funds are being allocated, the relatively lower score suggests lingering perceptions of inconsistency or lack of transparency in financial processes. This is consistent with findings from environmental governance literature, which emphasize that transparency and accountability in resource allocation are crucial for gaining community trust and ensuring long-term program sustainability (Bennett et al., 2018). In the context of national reforestation initiatives, the Forest Management Bureau has also acknowledged the need for tighter monitoring and clearer fund-tracking mechanisms to prevent discrepancies and enhance credibility at the local level (DENR–FMB, 2020). Thus, improving communication and documentation regarding fund distribution may help strengthen stakeholder confidence in ENGP processes.

Another area requiring attention is the relatively lower rating on beneficiary involvement in consensus-building and decision-making processes (Item 34). Although participation exists, the data suggest that opportunities for providing input may not always be fully accessible or inclusive. This aligns with the findings of Reyes and Rola (2021), who argue that the effectiveness of community-based forest programs in the Philippines hinges heavily on meaningful participation rather than symbolic involvement. When communities are only partially involved in planning, they may feel less ownership and commitment, which can affect implementation outcomes. Participatory governance frameworks also stress that solicitations for input must be accompanied by mechanisms that ensure these contributions are incorporated into actual decision-making (Creswell & Creswell, 2018). Strengthening participatory platforms—such as community consultations, planning workshops, and representation mechanisms—can therefore improve program inclusiveness and responsiveness.

A third area needing improvement is the representation of diverse sectors in ENGP implementation, including women, Indigenous Peoples, youth groups, and fisherfolk (Item 35). Although representation is rated "High," the relatively lower score indicates that not all sectors may be equally involved or empowered. This concern is consistent with literature on environmental justice and equity, which highlights that marginalized or vulnerable groups are often underrepresented in natural resource programs, limiting the diversity of knowledge, practices, and leadership incorporated in implementation (Chazdon & Guariguata, 2016). Studies in Philippine forest management also show that equitable representation enhances project legitimacy, fosters culturally sensitive approaches, and contributes to stronger stewardship of restored landscapes (Reyes & Rola, 2021). Therefore, ENGP

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implementers could prioritize more intentional outreach and inclusion strategies to ensure that representation is not only present but meaningful.

Overall, these areas for improvement suggest that while ENGP implementation is functioning at a high level, enhancements in transparency, participatory governance, and equity can further elevate program performance. As Trochim and Donnelly (2021) point out, the most successful multi-site programs are those that continuously adjust their processes to ensure that all stakeholders are adequately informed, involved, and represented. Addressing these gaps would allow ENGP to move beyond effective implementation into a model of inclusive, accountable, and community-driven environmental restoration.

Table 6. Comparison of "Weaker" Items Across the Three CENROs Comparison of Weaker Indicators Across the Three CENROs

ITEMS NUMBER	CANTILAN	LIANGA	BISLIG	INTERPRETATION
Item 33: Fair and equitable fund use	4.38	3.81	3.72	Cantilan Highest
Item 34: Participation in decision-making	4.53	3.92	3.87	Cantilan Highest
Item 35: Sector representation	4.44	3.79	3.82	Cantilan Highest

The comparison of the three lowest-rated ENGP indicators—fund distribution fairness (Item 33), beneficiary participation in consensus-building (Item 34), and representation of diverse sectors (Item 35)—reveals clear performance contrasts across the three CENROs. CENRO Cantilan consistently obtained the highest means for all three items (ranging from 4.38 to 4.53), indicating that its stakeholders perceive the ENGP implementation processes as more transparent, participatory, and inclusive. This aligns with environmental governance literature suggesting that decentralized field offices with stronger institutional capacity and more established community networks tend to perform better in fostering inclusive and accountable program delivery (Bennett et al., 2018). Cantilan's higher ratings imply a more mature governance structure, reflecting better coordination between implementers, local government units, and people's organizations.

In contrast, CENRO Lianga and CENRO Bislig registered noticeably lower means, ranging between 3.72 and 3.92—still within the "High" category, yet comparatively weaker. These results suggest that while ENGP activities in these offices are generally effective, operational challenges may be affecting stakeholder involvement and equitable program processes. As noted by De Vaus (2014), variations in local administrative capacity, geographic accessibility, and resource availability often contribute to uneven program performance across field offices. Bislig's lower scores, in particular, may reflect contextual barriers such as dispersed communities, limited staffing, or logistical constraints, which are known to hinder participatory mechanisms in environmental programs (Chazdon & Guariguata, 2016).

The weaker ratings in Lianga and Bislig also resonate with studies on community-based forest management in the Philippines, which highlight that participatory structures must be actively reinforced in areas where marginalized groups—such as Indigenous Peoples, women, youth, and upland farmers—have historically been less represented in resource governance (Reyes & Rola, 2021). Lower sectoral representation and reduced opportunities for consensus-building in these two CENROs may indicate that existing participatory frameworks are not being fully optimized or are inconsistently implemented. This disparity underscores the need for targeted interventions to strengthen inclusive approaches, enhance dialogue mechanisms, and broaden sectoral representation in ENGP planning and monitoring.

Overall, the comparison of weaker indicators shows that CENRO Cantilan demonstrates significantly stronger implementation practices, particularly in the domains of transparency, participation, and representation. Meanwhile, Lianga and Bislig require strategic improvements to elevate their governance practices to the same level of effectiveness. This finding is consistent with program evaluation theory, which emphasizes that multi-site initiatives often exhibit variability in performance due to contextual differences in leadership, community engagement, and resource capacity (Trochim & Donnelly, 2021). Addressing these contextual gaps will be essential to ensure more equitable and participatory ENGP implementation across all CENROs in the province.

III. SUMMARY OF FINDINGS

Based on the results of the study conducted among 351 respondents across the three CENROs—Cantilan, Bislig, and Lianga—the findings revealed that the extent of Expanded National Greening Program (ENGP) is implemented to a generally Very High extent in the province. The distribution of respondents showed that the majority were from CENRO Cantilan, followed by Bislig and Lianga, indicating that Cantilan holds the largest operational reach. The overall composite mean of 4.34 signifies that respondents strongly agree that ENGP is consistently implemented, with 62 out of 65 indicators receiving a "Very High" rating and only three items rated "High." When the extent of ENGP implementation was compared across CENROs, CENRO Cantilan emerged as the strongest performer with a "Very High" composite mean of 4.66, while both Lianga (4.14) and Bislig (3.91) attained a "High" level of implementation. The highest-rated indicators emphasized the program's strengths, particularly in post-planting sustainability mechanisms, active involvement of farmer-beneficiaries, and clarity of legal and policy foundations. Meanwhile, the lowest-rated indicators—though still within the "High" range—highlighted areas needing improvement, specifically transparency in fund distribution, inclusiveness in consensus-building, and representation of various sectors. A deeper comparison showed that Cantilan consistently obtained higher ratings even in these weaker areas, while Lianga and Bislig registered comparatively lower means.

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Overall, the findings affirm that ENGP implementation in the province is strong and effective, yet opportunities for enhancing equity, transparency, and participation remain evident across the implementing CENROs.

IV. CONCLUSIONS

Based on the findings of the study, the following conclusions are drawn:

- ENGP implementation in the province is generally "Very High." Respondents affirm that the program's strategies, structures, and processes are consistently implemented across all areas.
- CENRO Cantilan demonstrates exemplary ENGP implementation. It stands out as the most effective implementer, exhibiting strong program management, robust stakeholder involvement, and effective sustainability mechanisms.
- CENRO Lianga and Bislig maintain strong but slightly lower levels of implementation. Their "High" ratings suggest effective ENGP execution but with identifiable gaps, particularly in participation, equity, and representation.
- The strongest aspects of ENGP lie in its legal framework, actual planting activities, and sustainability measures. These form a solid foundation for program success.
- Participation-related components—consensus-building, sectoral representation, and fund transparency—remain areas needing strengthening. Addressing these aspects can enhance inclusiveness and long-term stakeholder ownership of ENGP initiatives.

Overall, ENGP remains a well-implemented and positively received environmental program in the province with strong potential for further improvement through targeted interventions.

V. RECOMMENDATIONS

Based on the conclusions of the study, the following recommendations are offered:

- Enhance Transparency in Fund Distribution: Develop clear, accessible guidelines on fund allocation. Conduct community information sessions to clarify budgeting and distribution processes. Strengthen reporting mechanisms using visual or public postings.
- Strengthen Stakeholder Participation and Consensus-Building: Conduct regular participatory meetings with farmer-groups, IP communities, women's groups, and other stakeholders. Establish feedback mechanisms (e.g., suggestion boxes, mobile feedback forms). Ensure that ideas and recommendations from beneficiaries are documented and integrated into planning.
- Improve Sectoral Representation: Encourage the involvement of underrepresented groups such as youth, women, fisherfolk, and IP communities. Include sector representatives in ENGP planning committees. Ensure equitable distribution of plantation areas and benefits among sector groups.
- Replicate Cantilan's Best Practices: Facilitate inter-CENRO benchmarking visits. Document and disseminate Cantilan's effective program strategies, including monitoring methods and community mobilization practices. Provide coaching or mentoring sessions led by Cantilan ENGP implementers.
- Strengthen Monitoring and Post-Planting Interventions: Continue and expand activities such as survival rate assessment, maintenance routines, and periodic monitoring. Develop CENRO-level dashboards to track progress.
- Provide Additional Capacity-Building Activities: Conduct focused trainings on community participation, project management, and financial transparency. Empower barangay and farmer-leaders through leadership workshops.
- Sustain Community Engagement: Implement motivational strategies (e.g., recognition programs, incentives for high-performing groups). Strengthen collaborations with LGUs, NGOs, and people's organizations.

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Fig 1. ENGP on site visitation at Bigaan, Hinatuan, Surigao del Sur

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Fig 2. Orina and Gozon at the peoples organization and ENGP on site San Roque, Bislig, Surigao del Sur

Fig 3. With IP guide on site ENGP, Bogac, Lingig, Surigao del Sur

Fig 4. The researchers at DENR Lianga, Surigao del Sur

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Fig 5. Lead researcher at CENRO Cantilan, Surigao del Sur

Fig 6. Researcher with respondents in Hinatuan and Dona Carmen, Tagbina, Surigao del Sur