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Assessment on the Key Issues and Challenges of the National Greening Program of Kalamansig, Sultan Kudarat Province

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ABSTRACT: This study sought to determine the implementation and management effectiveness of the National Greening Program (NGP) in the Municipality of Kalamansig, Sultan Kudarat. The research focused on evaluating the program's effectiveness in terms of its policies, regulations, institutional frameworks, and the key challenges encountered during its operation. Specifically, it examined the contributions of the NGP to environmental conservation, local livelihoods, and community engagement. The study utilized a mixed-method approach, combining quantitative data gathered through structured questionnaires with qualitative insights obtained via key informant interviews with stakeholders such as DENR officials, project coordinators, and members of people's organizations. A total of 60 respondents, representing 50% of the NGP planters in identified plantation sites, were selected using purposive and stratified random sampling techniques. Data were analyzed using frequency distribution, mean, weighted mean, and ranking to determine respondent profiles, levels of implementation, management effectiveness, and priority issues and concerns. Findings highlighted both strengths and gaps in the implementation of the NGP, including challenges in land tenure security, funding disbursement, monitoring systems, and community participation. The study recommends strategies such as enhancing land tenure arrangements, strengthening funding mechanisms, improving monitoring and evaluation, and promoting community education and contingency planning. These measures aim to support a more sustainable and effective reforestation effort aligned with public administration and environmental governance principles. The study's scope was limited to two people's organizations and the available records and resources within Kalamansig, which may affect the generalizability of its findings.

KEYWORDS: NGP; environmental governance; sustainable land management; reforestation management

BACKGROUND OF THE STUDY

Restoring forested landscapes is recognized as one of the important measures to improve resilience and mitigate impacts of major global environmental problems, particularly climate change (Kumar et al. 2015). Understanding the specific initiatives carried out by the National Greening Program (NGP), such as tree planting, reforestation efforts, and the establishment of monitoring and evaluation mechanisms provides insights into the scope and focus of the program. In the context of NGP, examining the effectiveness of policies and ordinances, regulations, and institutional framework is crucial for understanding the enabling factors and barriers to its successful implementation.

The Philippines is an archipelago of 7,107 islands with only 300,000 square kilometers of land inhabited by some 95.89 (July 2011 est.) million people. Today, however, the Philippine environment is in a critical state: legal and illegal logging threaten its remaining 800,000 hectares of forest cover, unnecessary mining activities are going on; and illegal fishing is done by smart businessmen. We can never protect our environment and conserve our natural resources unless we know what we still have and where they are.

Pursuant to Sec. 2.6 of Executive Order (EO) No. 23 and EO 26, both series of 2011, mandating the DA-DAR-DENR Convergence Initiative to develop a National Greening Program in coordination with DepEd, CHED, DSWD, DBM, the private sector, and other concerned agencies and institutions; and declaring the implementation of the National Greening Program as a government priority; respectively, and in order to provide guidance for DENR and NGP partner implementers and participants through a common framework and understanding on the mechanics of implementation.

The gap that this study will address is anchored on the importance and necessity of ascertaining and finding the status of implementation of NGP within Region 12 with the aid of monitoring and evaluation mechanisms and to ensuring that the program implemented are aligned with the goals and objectives of NGP. Additionally, there is a paucity in the body of literature in terms of local studies situated in the Philippines, particularly Region 12, dealing with the status of the implementation of the National Greening Program. Hence, this study is of timely relevance as it may not only contribute to the ongoing discussion in the fora but

also help locals, DENR, MENRO, and citizens alike, in assessing the quality of programs implemented in the aforementioned NGP. It is also hoped that through this study, the Department of Environment and National Resources (DENR) will see the areas that need improvement and be able to create interventions that would improve its program implementation.

Statement of the Problem

Generally, this study aimed to determine the program implementation of the National Greening Program in identifying gaps and existing problems in Kalamansig, Sultan Kudarat.

Specifically, it sought to find the answer to the specific questions:

1. What are the implemented programs and activities aligned with the National Greening Program?
2. What are the policies and other ordinances of the municipalities related to the National Greening Program?
3. What is the level of effectiveness of policies, regulations, and institutional frameworks supporting the NGP in facilitating its successful implementation?
4. What are the contributions of the National Greening Program to Municipality of Kalamansig?
5. How has the NGP contributed to the reforestation efforts and the expansion of forests?
6. What are the problems and issues encountered by the respondents in the implementation of National Greening Program?

Conceptual Framework

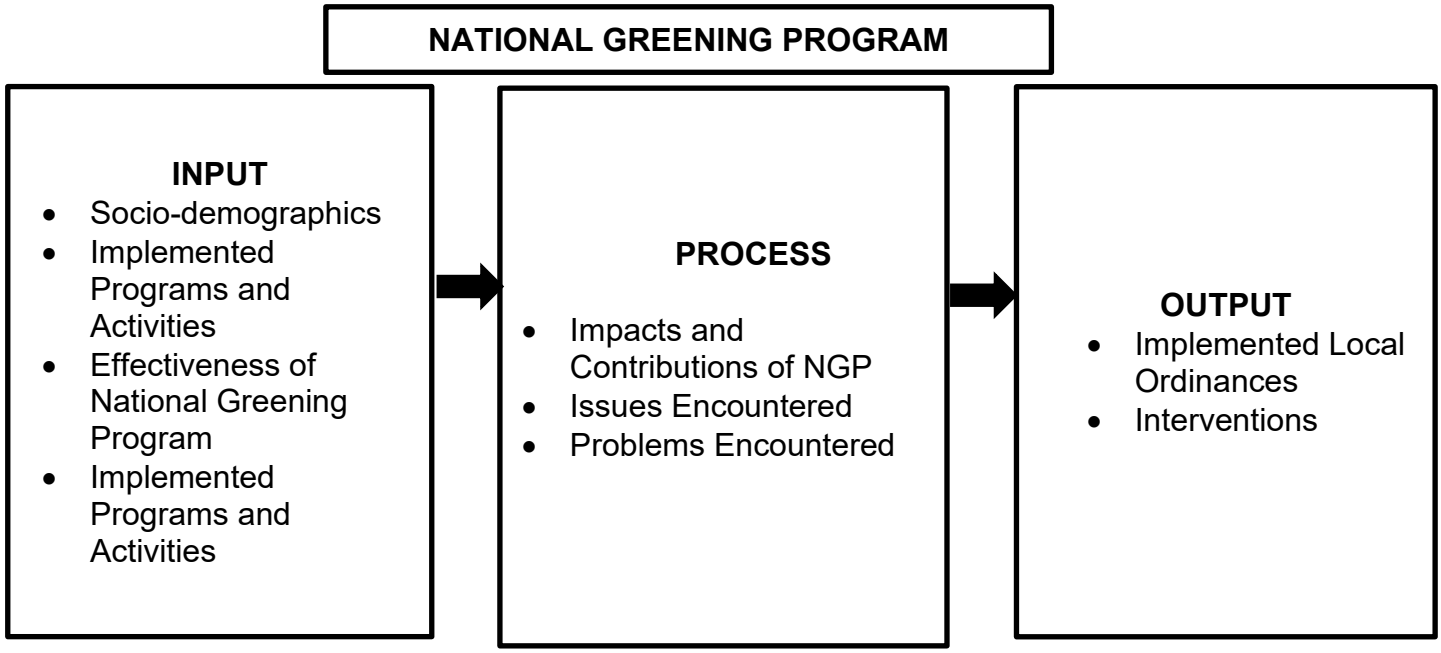


Figure 1. Schematic Diagram showing the variables of the study

Research Design

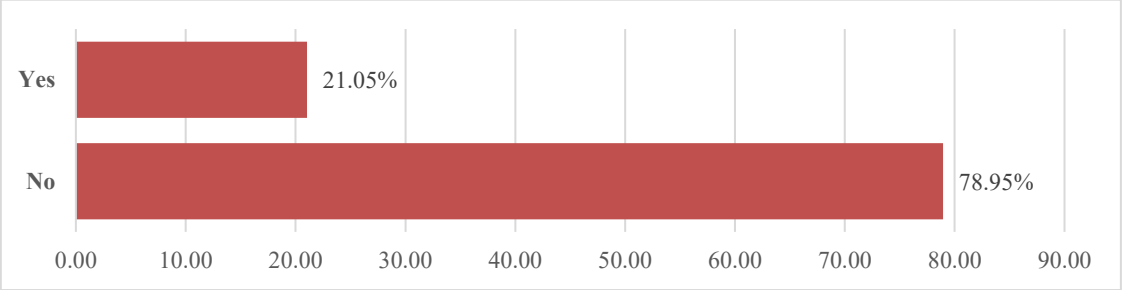
In this study, a mixed-method approach was utilized. This mixed-method design was employed because it aimed to describe and interpret the current status of individuals, settings, conditions, or events (Mertler, 2014). The method involved determining the relationship between two variables—in this case, the status of implementation and management effectiveness of the program. Through this design, variables such as the implementation status of the program and its management practices were identified and analyzed. By adopting a mixed-method research methodology, the researchers sought to collect richer information and gain a more detailed understanding of the issues, cases, and events under study (Arora, 2009).

Lastly, in analyzing the responses of the participants, a triangulation method was employed. The responses of government officials (DENR, MENRO), the NGP project coordinator, community leaders, NGP beneficiaries, and other NGP stakeholders were transcribed and examined to identify emergent themes, which served as the basis for proposed policy interventions.

Locale of the Study

This study was conducted in Barangay Sta. Clara, the site of the Sta. Clara Upland Farmers Multi-Purpose Association, Inc. (SCUFMPAI), and Barangay Hinalaan, where the Hinalaan Farmers Multi-Purpose Association, Inc. (HFMPAI) operates. These barangays were identified as the plantation sites for the implementation of the National Greening Program (NGP) in Kalamansig, Sultan Kudarat.

Attended informational sessions or meetings about the National Greening Program (NGP)



Presents the percentage of respondents who have attended informational sessions or meetings about the National Greening Program (NGP). The results indicate that only 21.05% of the respondents have participated in such sessions, while a significant 78.95% have not attended any informational meetings. The data points to a comparatively low level of attendance at informational sessions about NGP, which may be a sign of a lack of public awareness campaigns or accessibility problems with these gatherings.

Implemented programs and activities by the NGP

The National Greening Program (NGP) in region 12, specifically Sultan Kudarat, has implemented a range of programs and activities that stem from its primary objectives. These initiatives encompass ***reforestation projects, community-based forest management, urban greening efforts, forest rehabilitation, and seed production and nursery establishment***. The execution of these diverse programs over nearly 15 years signifies substantial progress in achieving the NGP's goals since its inception through Executive Order No. 26 on February 24, 2011.

While these programs were regarded as the "most ambitious" reforestation programs (Diwa et al., 2024), studies have shown that reforestation activities are a cornerstone of the NGP, aimed at restoring degraded forest areas, enhancing biodiversity, and sequestering carbon to combat climate change. In Sultan Kudarat, these efforts focus not only on planting trees but also on ensuring biodiversity through the selection of native species, which are more resilient and beneficial to local ecosystems.

In addition, this present study also reveals that community involvement in forest management is critical for the sustainability of NGP initiatives. By empowering local communities, the program fosters stewardship of natural resources and enhances livelihood opportunities. This approach not only helps in forest rehabilitation but also builds strong local support for conservation efforts.

Meanwhile, urban greening is vital for improving environmental quality in rapidly urbanizing areas. In Sultan Kudarat, these initiatives seek to create green spaces in urban settings, enhancing ecological balance and providing community spaces for recreation and relaxation. This aligns with the NGP's objective of promoting sustainable cities.

Lastly, forest rehabilitation initiatives contribute to ecological restoration, while seed production and nursery establishment support ongoing reforestation efforts. By establishing local nurseries, the program ensures a continuous supply of native seedlings, which is crucial for long-term reforestation success. Therefore, the implementation of these varied programs demonstrates the NGP's commitment to developing sustainable environments in Sultan Kudarat. The alignment of these initiatives with the overall objectives of the NGP highlights the program's multifaceted approach to environmental management and community empowerment, contributing to significant ecological and social outcomes in the region. Success thus far can serve as a model for future environmental programs aimed at fostering sustainable practices and resilience among diverse ecosystems and communities.

Policies and other related ordinances of the municipalities on National Greening Program (NGP)

Green Environment Policies and Ordinances	**Description**
Reforestation Projects	
DENR Memorandum Circular No. 2011-01	This order outlines the guidelines for the implementation of the National Greening Program, including reforestation efforts.
Community-Based Forest Management	
DENR Administrative Order No. 2010-17	This order establishes the guidelines for the implementation of Community-Based Forest Management (CBFM)
DENR Administrative Order No. 2011-02:	This order details the integration of CBFM into the NGP framework
Urban Greening Initiatives	
DENR Administrative Order No. 2014-01	This memorandum outlines the guidelines for urban greening initiatives and the promotion of tree planting in urban areas.

DENR Memorandum Circular No. 2014-01	This circular provides further details on implementing urban forestry programs and policies.
Forest Rehabilitation	
DENR Administrative Order No. 2016-08:	This order discusses the guidelines for forest rehabilitation as part of the NGP and other related initiatives
DENR Memorandum Circular No. 2013-02	This circular focuses on the rehabilitation of degraded forest lands.
Seed Production and Nursery Establishment	
DENR Administrative Order No. 2011-06	This order outlines the guidelines for seed production and nursery establishment in support of the NGP
DENR Memorandum Circular No. 2012-01	This circular provides details on the establishment and management of nurseries for native tree species

DENR Administrative Order No. 2010-17, DENR Memorandum Circular No. 2011-01 has been instrumental in shaping the guidelines for reforestation efforts under the NGP. The study conducted by Diwa et al. (2024) also found that establishing clear guidelines leads to effective reforestation by providing measurable targets and monitoring protocols. For instance, the implementation of structured methodologies has resulted in significant increases in reforested areas, contributing to biodiversity and climate change mitigation

The implementation of *DENR Administrative Orders No. 2010-17 and No. 2011-02* highlights the critical aspect of local community involvement in forest management. Research indicates that when communities participate actively, the success of reforestation and forest management initiatives significantly improves. According to findings, areas with Community-Based Forest Management (CBFM) show better ecological outcomes due to local stewardship and improved livelihoods. Furthermore, integrating CBFM into the NGP framework has led to enhanced collaboration between stakeholders, resulting in more sustainable forest management practices.

This finding is also supported by the findings of Israel, D.C., & Lintag, J.H. (2013) asserting that a reforestation program would have a better chance of achieving its goals if its implementers could adequately monitor activities and successfully implement changes in operations to address the problems encountered, in addition to the infusion of sufficient financial and manpower resources. Also, the findings of Von Kleist, K., et.al (2021), have found that many respondents commented that the DENR has failed to follow these established critical elements of CBFM, thus limiting the overall success of the NGP. The CBFM success factors also influence how communities undertake ecological restoration and conservation initiatives. As a result, people are not supporting restoration efforts that are primarily focused on conservation and biodiversity recovery since CBFM best practices have not been implemented in NGP plantings.

Furthermore, the study of Yang et.al (2004) states the importance of trees in reducing air pollutants, first is by direct reduction by absorbing gaseous pollutants (sulfur dioxide, nitrogen dioxide and ozone) from air and by indirect reduction of air temperature through direct shading and evapotranspiration for cooling purposes.

On the other hand, in terms of ***Forest Rehabilitation,*** the DENR Administrative Order No. 2016-08 and Memorandum Circular No. 2013-02 provide essential guidelines for the rehabilitation of degraded forests. Rehabilitation efforts are more successful when guided by established protocols, as evidenced by improved soil quality and vegetation cover in areas undergoing systematic rehabilitation. In 2015, a study conducted by Cororaton, C. et al (2025) showed that effective forest rehabilitation contributes to ecosystem services, including carbon sequestration and enhanced biodiversity. Implementing appropriate and sustainable soil management approaches is necessary to thoroughly understand the characteristics and constraints of the degraded soils (Asio et al. 2009). In addition, Fanuga, A. et.al (2024) recommended that periodic soil analysis monitoring is crucial for fertility improvement, particularly with the growth of *Calliandra calothyrsus*, and for achieving long-term success.

Furthermore, the guidelines outlined in *DENR Administrative Order No. 2011-06 and Memorandum Circular No. 2012-01* for seed production and nursery establishment are pivotal to the NGP. Nurseries are the places that raise seedlings for the purpose of planting. Young seedlings are nurtured in the nursery from seed to maturity to withstand the hard field conditions (Wilkinson et al., 2014). Other evidence also shows that establishing local nurseries increases the availability of native species for reforestation projects, promoting local biodiversity. Moreover, nurseries managed under these guidelines have demonstrated higher survival rates of seedlings when planted, illustrating a positive correlation between source plant quality and reforestation success. The use of nursery-grown seedlings stocks has proven to be superior to direct seedlings in ensuring vegetation of marginal areas (Carandang, & Lasco, 2002).

The level of implementation of the following managerial skills and characteristics in implementing a program. The results showed that the majority strongly agreed that coordination, planning, and reporting were implemented and observed in the National Greening Program.

A total of 88% of respondents (32 out of 33) agree or strongly agree that NGOs, local communities, and government agencies work together to implement the National Greening Program (NGP) in an efficient manner. This shows that there is broad agreement that the NGP can be implemented successfully through coordination mechanisms among important parties. Furthermore, even though the majority of respondents support the program's influence on social services, the existence of neutral replies to points to the potential for development or variation in experiences. Because of this, the National Greening Program is thought to be very successful at coordinating efforts and expanding access to social services.

There are several of literature that would support these findings, for instance, a People's Organization (PO) collaborated with PENRO Biliran in 2016 to manage NGP projects, demonstrating a form of inter-organizational coordination (Wiset et al., 2023). Whereas the study of Golpo & Ricafort (2023) recommends strengthening collaboration and partnership between schools and stakeholders in the implementation of the NGP.

Another study conducted by Emam & LC Lubos (2021) assessed the implementation of NGP strategies in Bukidnon Province, including activities related to social mobilization, which implies coordination efforts. The broader concept of collaboration between non-governmental organizations (NGOs) and local government units (LGUs) is highlighted as crucial for community development and enhancing the well-being of marginalized communities, shaping local policies, and improving service provision. This underscores the value of strategic partnerships for sustainable development and a unified approach to addressing community needs

On the other hand, despite the strong endorsement of coordination, planning, and reporting, the study found that the implementation of manpower and facilities did not achieve the same level of agreement. While there is still a recognition of these elements, it suggests a gap in resources or human capacity that could hinder program effectiveness. Adequate manpower is essential for executing the daily tasks required by the NGP. Insufficient human resources may lead to underperformance in various activities, such as plantation maintenance and community engagement. Addressing manpower shortages through recruitment or training may be vital for bolstering program success. Lastly, The facilities necessary for supporting NGP initiatives may not have been as robust, indicating potential challenges in logistics and infrastructural support. Proper facilities are required for activities such as seedling production, administrative work, and community training programs. Therefore, enhancing these facilities could greatly improve operational efficiency and the overall impact of the NGP.

The table below shows the impacts brought by the National Greening Program to the community. This is also supported by the responses of the respondents on the open-ended questions as a form of FGD.

Category	**Impact**
Environmental	• Tree planting and Environmental Restoration • Climate Change Mitigation • Soil and Water Conservation
Socio-economic	• Sustainable Livelihood improvement • Awareness and Education • Community engagement • Public health improvement
Organizational/ Managerial	• Improve monitoring and evaluation mechanisms • Strengthening Indigenous and Local knowledge

The table above shows the gathered responses based on the recently conducted FGD, listing the National Greening Program (NGP) impacts or ecological impacts, this categorizes the impacts into three: environmental, socio-economic, and organizational impacts. Each category reflects the varied effects of the program across different facets of society and the ecosystem.

The present study found that impacts brought by NGP as shown in Table 4.7 are tree planting and environmental restoration, climate change mitigation, and soil and water conservation. The program has extensively focused on afforestation and reforestation efforts, which contribute to biodiversity enhancement, carbon sequestration, and habitat restoration. Studies indicate that restored forest areas lead to increased biodiversity and improved ecosystem health, making them crucial for ecological stability.

Additionally, improvements in project management and capacity building resonate with the NGP's continuous efforts to empower local communities and capacitate partners. This suggests that initiatives like technical trainings and community-based forest management under the NGP have had a positive impact on local project managers' ability to plan, execute, and sustain greening projects. The implication here is that continued investment in these capacity-building activities is vital for the long-term success of such programs.

These findings also corroborate the findings of Marquez, C. et al (2021), asserting that the genetic conservation of trees or native species is of high importance as they can augment the diminishing log supply of the country and act as a refuge for the dwindling tropical forest biodiversity.

Meanwhile, the socio-economic impact has also been significant as mentioned by the respondents. One of the emerging themes revealed livelihood improvement. The NGP has created job opportunities in forestry-related activities, directly benefiting local communities. Research has documented that communities involved in the NGP experience enhanced livelihoods due to participation in tree planting, nursery management, and related eco-tourism activities, thus providing alternative income sources.

Their growing awareness of the program's benefits underscores the success of the NGP's information and education campaigns in building trust and motivating collective action. Altogether, these insights emphasize the importance of sustaining these collaborative, data-informed, and community-centered strategies to achieve long-term sustainability and resilience in reforestation and environmental management initiatives.

On the same note, its socio-economic impacts include livelihood improvement, awareness and education, and community engagement. Community involvement in the NGP has led to increased awareness and education concerning environmental issues. Studies indicate that programs promoting environmental education result in greater community commitment to sustainability practices, fostering a new generation of environmentally conscious citizens. Community's participation or involvement in the reforestation activities indicated that local communities as target clientele were attained (Israel, D.C., & Lintag, J.H. (2013). Forests improve lives since they are a source of rivers, food, medicine, and biodiversity, and by sequestering carbon, they help to protect against climate change. The respondents confirmed that the reforestation models have the emerging themes of sufficiency, economic potential, change occupation, leadership, empowerment, exposure, enhanced environmental condition, and forest improvement, according to Cordero, R., who also mentioned the beneficial effects of their research on NGP in Zambales. To add, the NGP relies on community participation for its success, which has been shown to foster stronger community bonds and collaboration. Engagement in environmental stewardship initiatives enhances social capital and collective action among community members, leading to more sustainable local practices.

Improvements in managerial practices concerning monitoring and evaluation mechanisms have been observed within the context of the NGP. Effective monitoring and evaluation are critical for assessing program success and informing future initiatives. Research emphasizes the importance of establishing robust frameworks for tracking progress and outcomes in tree planting and rehabilitation efforts. Enhanced monitoring practices allow for adaptive management strategies that can respond to emerging challenges and optimize resource use.

Problems and Issues in coordinating various government agencies and stakeholders

Problems or issues encountered	**Frequency**	**Percentage**
I don't have any	31	74
Other - Land Tenure Issues - Funding Limitations - Monitoring and Evaluation - Community Engagement - Force Majeure (climate	11	26

Reveals that out of 42 respondents, 11 have complaints concerning their experience in the National Greening Program; such complaints revolve around land tenure issues, funding limitations, monitoring, and evaluation, community engagement, and force majeure. This suggests that, albeit inconclusive, a small but significant number of participants of NGP are somehow not satisfied with the overall experience they had.

There are a number of possible reasons for this dissatisfaction. Land tenure insecurity has often been highlighted in studies related to community forestry and reforestation efforts. Research suggests that when participants lack clear land rights or tenure arrangements, it leads to discontent and reluctance to invest time and effort into projects. Specifically, in the Philippines, unresolved land tenure issues have resulted in conflicts between indigenous communities and government authorities, impacting program effectiveness. Participants often hesitate to engage fully in reforestation activities if they are uncertain about their rights to the land, as this affects their long-term investment in the project.

To add, funding constraints are commonly cited in environmental programs as a significant barrier to achieving desired outcomes. A study indicated that inadequate financial resources often lead to shortened project durations or reduced operational scopes, which can limit the effectiveness of tree planting and maintenance activities. Participants expressed concerns about the sustainability of initiatives given the financial limitations faced by various implementing agencies, emphasizing the need for more robust funding mechanisms to support ongoing efforts.

Effective monitoring and evaluation (M&E) are crucial for tracking program success and adapting strategies accordingly. Research has shown that poorly established M&E systems can create transparency issues and diminish participants' trust in program

leaders. In the context of the NGP, complaints regarding M&E likely stem from feelings of being undervalued and not receiving adequate feedback regarding their contributions. Participants may perceive a lack of accountability and responsiveness from program coordinators, contributing to their dissatisfaction. Meanwhile, Community engagement is essential for fostering ownership and commitment to environmental initiatives. Studies have indicated that when programs fail to involve local communities adequately, resulting disconnects can lead to apathy and dissatisfaction. Issues such as insufficient training, lack of communication regarding program objectives, and limited involvement in decision-making processes can undermine participants' motivation and sense of purpose in their activities.

Lastly, force majeure events, which refer to unexpected natural disasters such as floods or typhoons, can severely disrupt ongoing projects and initiatives. A review of past NGP performance highlights how environmental challenges have hampered reforestation efforts, leading to disappointing outcomes. Participants affected by such events often feel frustrated due to the perceived inadequacy of support systems to mitigate these risks and provide timely responses. Furthermore, the complaints raised by participants within the National Greening Program reflect a set of systemic issues that merit attention for effective program implementation and participant satisfaction. Addressing land tenure security, enhancing funding mechanisms, establishing effective M&E systems, improving community engagement, and developing contingency plans for force majeure events are essential steps to mitigate dissatisfaction and enhance the overall effectiveness of the NGP.

Recommendations and Suggestions to improve the implementation of the National Greening Program.

Category	**Recommendations and Suggestions**
Secure Land Tenure	The NGP should work closely with local governments and communities to secure clear land tenure agreements. This can involve formalizing land rights for communities, especially Indigenous Peoples, to create a sense of ownership and responsibility towards the land.
Increase Funding and Resources	***Diversify Funding Sources:*** Explore and establish partnerships with private sector entities, NGOs, and international organizations to supplement government funding for reforestation efforts. This can include grants, corporate social responsibility (CSR) programs, and foreign aid. ***Allocate Dedicated Budget for NGP:*** Advocate for a specific budget allocation within the government's financial framework that focuses solely on the NGP to ensure consistent funding for ongoing and future projects.
Enhance Monitoring and Evaluation	***Implement Robust M&E Frameworks:*** Develop a thorough and transparent monitoring and evaluation system that includes participant feedback mechanisms. This system should regularly track progress, assess challenges, and allow for adjustments based on real-time data. ***Training for Local Monitors***: Equip local community members with the necessary skills to conduct monitoring activities, thereby fostering a greater sense of responsibility and accountability for the projects.
Foster Meaningful Community Engagement	***Promote Participatory Approaches:*** Engage communities in all stages of the NGP, from planning to implementation and evaluation. Ensure that local voices are heard and that their insights shape the program's direction, fostering ownership and commitment. ***Capacity Building Programs:*** Implement training programs aimed at building the skills and knowledge of community members regarding sustainable practices, environmental management, and the importance of community involvement in greening efforts.
Develop Contingency Plans	***Risk Assessment and Planning:*** Conduct risk assessments to identify potential environmental threats, and develop contingency plans to prepare for natural disasters. This could involve creating buffer zones

	or resilient planting strategies that can withstand extreme weather events. ***Emergency Response Framework:*** Establish a well-defined emergency response framework that allows for rapid recovery of affected areas and provides support to communities during extreme events, such as financial assistance and replanting initiatives.
Awareness and Education Campaign	***Awareness Campaigns:*** Conduct educational campaigns to raise awareness regarding the NGP's objectives, benefits, and participants' roles. This can be done through workshops, social media, and community forums to keep everyone informed and involved. ***Integrate Environmental Education in Schools:*** Collaborate with educational institutions to include the importance of reforestation and environmental stewardship in their curriculum, thereby nurturing future generations' commitment to sustainability.

The successful implementation of the National Greening Program (NGP) requires addressing the multifaceted challenges that participants and stakeholders continue to encounter. These include securing land tenure agreements, improving funding sources, establishing reliable monitoring and assessment systems, encouraging greater community involvement, creating contingency plans for environmental emergencies, and supporting education and awareness campaigns. These are some of the main areas that need to be strengthened based on this present study's findings.

Implementing the proposed measures—while complex—can contribute to a more sustainable and effective approach to reforestation in the Philippines. It would help align the NGP's goals with both environmental integrity and social equity, ensuring that forest restoration efforts are resilient, inclusive, and genuinely beneficial to the communities that depend on these ecosystems

SUMMARY OF FINDINGS AND RECOMMENDATIONS

This chapter presents the summary of the findings as well as the conclusion of the study, along with some recommendations for further research.

Summary of Findings

The present study sought to evaluate and determine the implementation process and effective management process of the National Greening Program (NGP) based on the perceptions/satisfaction of the community participants of NGP. It also determined the problems and issues they encountered that locals as the basis for policy recommendations. The study utilized a descriptive survey design and an adapted questionnaire. The study took place in Sultan Kudarat and involved forty-two (42) respondents selected using simple random sampling.

Results from the study revealed that:

1. The demographic profile of the respondents consisted of the following:
   - 1.1 Roughly around 70 % of the respondents were males and only 30% were females.
   - 1.2 Majority of the respondents were aged 31-40 years old;
   - 1.3 71.4% of the respondents are not graduates of any level, while only 16.7% as elementary graduates, while there are at least 12% of respondents that are high school graduates.
2. The respondents agreed that the NGP had implemented a range of programs and activities that stem from its primary objectives. These initiatives includes reforestation projects, community-based forest management, urban greening efforts, forest rehabilitation, and seed production and nursery establishment.
3. In terms of the level of implementation of the following managerial skills and characteristics in terms of implementing a program. The results showed that the majority showed strong agreement that coordination, planning, and reporting were implemented and observed in the National Greening Program.
4. There were nine (9) policies and other related ordinances of the municipalities on Green Environments implemented under the National Greening Program.
5. There are environmental, socio-economic, and organizational impacts of the NGP program to the lives of People's Organizations (POs).

6. The problems and issues encountered revolve around land tenure issues, funding limitations, monitoring, and evaluation, community engagement, and force majeure. This suggests that, albeit inconclusive, a small but significant number of participants of NGP are somehow not satisfied with the overall experience they had.
7. The successful implementation of the National Greening Program requires addressing the multifaceted challenges that participants currently face. By securing land tenure, enhancing funding mechanisms, establishing effective monitoring and evaluation systems, fostering community engagement, developing contingency plans for environmental challenges, and promoting education and awareness, the NGP can significantly improve its impact and participant satisfaction

CONCLUSION

The result of the present study offers not only theoretical but also empirical and managerial implications as it can be used by different sectors that are connected with National Greening Program in Region 12. While this study shows issues and problems, and while this percentage, not overwhelming, signifies that there are critical areas requiring immediate attention to prevent further disenchantment among community members. The data reveals a need for the National Greening Program to address its structural challenges to enhance participant satisfaction and operational effectiveness. By focusing on the identified areas of concern, the program can create an environment that fosters trust, engagement, and successful reforestation efforts in the Philippines. These conclusions pave the way for actionable recommendations aimed at improving the overall experience for participants and achieving the program's environmental and socio-economic goals.

RECOMMENDATIONS

Building on the findings of the present study, the following are recommended to:

1. **DENR Region XII.** This study offers assessment data in terms of the programs and services they provide. Building on the findings, the Department of Environment and Natural Resources (DENR) operators and administration may look into the specific program determinants that have low evaluation or problems and issues and start working on improving such areas to avoid detrimental effects to the program. Implement formal feedback channels allowing participants to voice their concerns and suggestions regularly. This could involve surveys, focus group discussions, or consultation sessions.
2. **Local Government Officials.** The LGU can establish parameters to ensure the safety in terms of collaboration on the areas needed for improvement of the NGP. Apart from that, the LGU has a lot of power to influence other stakeholders, they can do so by creating educational campaigns that would help encourage other individuals in the region to fully participate in the program and in the implementation of the program. Establish formal collaboration parameters with DENR and local community groups to identify areas needing improvement in the program. Regular joint workshops can be organized to foster dialogue and cooperation between stakeholders. LGUs should allocate budgetary resources and logistical support for NGP activities, ensuring that local initiatives are well-resourced and can effectively reach their objectives.
3. **Public Administration.** This data is useful to better improve the managerial aspects of the National Greening Program. This also contributes to the growing body of knowledge and conversation in terms of research in the umbrella of public administration, and environmental conservation. Facilitate the sharing of successful strategies from other regions or similar programs within the public administration space to build a repository of best practices that can be adapted and applied locally.
4. **Academe and Future Researchers.** This study offers theoretical implications especially in National Greening Program implementation. uture researchers should be urged to explore additional aspects of the NGP, such as impact assessments, stakeholder engagement, and policy evaluations, to build a comprehensive body of knowledge that supports continuous improvement of the program.

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