

SILG's Call for 2012

I believe that in the last two years of working together, we have in many ways changed each other. It is impossible to work together without making a mark in how we solve problems, engage in conversations, or in the way we each regard citizenship and government service.

It is my hope that I have made lasting and positive effects in your work, as you have contributed to my evolution as a government servant. Let me tell you that I am grateful for each of your contributions and thankful for the trust that you have given me as your Secretary.

I have often said that I view government positions - whether as SILG or police officer or regional director - as a vehicle for service and not as a perk or as an entitlement. As such, let me emphasize that while I may be your SILG, I am also your servant. I am here to listen and consult and create an environment of collaboration and positive change so that each of you can be effective leaders in your sphere of influence.

Leader as servant

21st century thinkers point to the emergence of a new kind of leader that is more effective and delivers the kind of social change that we would all like our children to enjoy. This new leader replaces the archetype of the strong leader - in control, bossy, and powerful. The President immediately endorsed this emerging leader when in his inauguration speech he told the people "kayo ang boss ko."

By doing so, he encouraged all of us to be the kind of leader who will say, "*ikaw muna bago ako*" and "*kayo muna bago kami.*" Our country is in dire need of servant leaders whose sense of compassion and service is truly awakened. We cannot bring the Philippines to lasting greatness without leaders of this caliber working in government.

This year, we need to do away with the notion that we can use power and position to get more power. It is time to spread the idea that leaders should use authority not to bring themselves more perks and entitlements but to truly serve. And real service is when people see that we practice what we ask others to do.(continued on page 9)

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DILG – R1 raises funds to aid Sendong victims

The Department of the Interior and Local Government (DILG) - Region 1 management and employees raised almost P 49,000 to aid the victims of Iligan City and Oro City after Typhoon Cagayan de Sendong ravaged the Mindanao provinces affecting more than 63,000 families.

A day after the Sendong tragedy, OIC-Regional Director (OIC-RD) Julie J. Daquioag heeded the call of DILG Secretary Jesse M. Robredo and encouraged directors. field officers provincial and regional office personnel to help in the fund raising campaign of the Department. All voluntary contributions were deposited to a centralized bank account. Some local government units, like Bauang, Union, La also pledged to give financial assistance to the said cities.

In an interview, OIC – RD Daquioag said that she is grateful for the support shown by the employees of DILG Region 1. She is positive that more people will still help in the recovery of the typhoon-stricken provinces.

Following the report from the National Disaster and Risk Reduction Management Council (NDRRMC) that showed many were injured, killed and are still missing, President Noynoy Aquino declared a National State of Calamity to hasten the rescue, relief and rehabilitation efforts of the government and private **Sectors.** (LGOO II NICOLETTE MAY O. AMON, WITH REPORTS FROM OPA)



net images

Across the Region ...

Badoc, IN benefits from 4Ps

The Municipality of Badoc, Ilocos Norte is among the recipient local government units (LGUs) of Region 1 in the second batch of the Pantawid Pamilyang Pilipino Program (4Ps) implemented by the Department of Social Welfare and Development (DSWD) in coordination with the Department of the Interior and Local Government (DILG). Department of Education (DepEd), Land Bank of the Philippines (LBP) and Civil Society Organizations (CSOs).

Badoc has 1, 375 qualified beneficiaries who will receive cash grants for education, health and nutrition for the next five years. The provision of cash grants would depend on the household's compliance

to the conditionalities of the program such as regular visits to the health center and attendance to family development sessions.

The 4Ps is a program of the National Government that aims to realize five of the eight Millennium Development Goals (MDGs), which are to eradicate extreme poverty and hunger, achieve universal primary education, promote gender equality, reduce child mortality, and improve maternal health. (LGOO VEDEN CONSUELO A. LARA W/ CONTRIBUTIONS FROM LGOO II CHARIS O. GARMA)

LGRRC 1 conducts KM Audit Workshop



(LGRRC Regional Resource Center Team 1) conducted activity entitled "Advancing an Stakeholders' Partnership towards Local Governance: А Knowledge Management Audit Multi-Stakeholder Committee for Advisory (MSAC) other Stakeholders." and External The activity aimed to assess the readiness the different organizations relation of in to Knowledge Management (KM).

OIC-Regional Director Julie J. Daquioag of the Department of the Interior and Local Government – Region 1 (DILG - R1) discussed the LGRC, as a program and a network, and the KM concepts, emphasizing the need to continuously assess and improve an organization's KM system so as to provide better service.

LGRC Program Coordinator Joel Cruz also provided inputs during the workshop. In his stressed "knowledge message, he that is not productive if it is stored, and that knowledge should be shared for us to learn."

Four (4) DILG Regional Office Personnel namely: LGOO VI Lily Ann Z. Victorio, and LGOO Vs Leslie L. Isip, Lily Ann O. Colisao, and Narvita R. Flores served facilitators and discussed the as KΜ Audit KΜ tools used in assessing the needs, capabilities and readiness of an organization in managing knowledge resources.

Participants were composed of MSAC representatives from different National Government Agencies (NGAs), Government Units (LGUs), Local Resource Local Institutes (LRIs) and Civil Society Organizations (CSOs). They identified gaps their respective in KΜ systems and shared strategies to enhance the management of such systems. (LGOO II NICOLETTE MAY O. AMON)

News bits...

Across the Region...

Pinili, IN intensifies efforts on Full Disclosure Policy Compliance

The Municipal Mayor of Pinili, Ilocos Norte, Ret. Col. Samuel S. Pagdilao, Sr., issued Executive Order SSP 2011-022 mandating the creation of the Full Disclosure Policy (FDP) Compliance Monitoring Team of the municipality. This is to ensure everyone's involvement in promoting Participation, Accountability, Responsiveness and Transparency (PART), the reform agenda of the Department of the Interior and Local Government (DILG), in local governance.

The Monitoring Team is tasked to coordinate with the the offices in local government unit (LGU) regarding the posting schedule of required documents in their website, bulletin boards and print media, as stipulated in the Memorandum Circulars (MCs) of the DILG, particularly MCs 2011-08 and 2011-134. The team is responsible for updating the mayor on FDP compliance and other related concerns.

The Executive Order was issued after the extensive discussion on the FDP with the vice-mayor, of heads of offices. members the Sangguniang Bayan and officers of National Government Agencies (NGAs) such as the DILG, Philippine National Police (PNP) and Department of Education (DepEd).

Mayor Pagdilao also ordered of the installation additional billboards, quarterly publication of the LGU Newsletter "Ti Gin-awa" and establishment and maintenance of the website _ www.pinili.gov.ph.

At present, documents showing the utilization of the municipality's resources are available in the website, newsletter, and billboards located at the municipal hall, rural health unit and the New Public Market in Barangay Pagdilao.

The DILG MC regarding the posting of documents at the barangay level was also presented and discussed in a meeting with the Liga ng mga Barangay, Barangay Secretaries and Treasurers to ensure the same compliance of FDP at their level. Barangay officials were then required to submit monthly compliance reports and were instructed to put up bulletin boards in their respective barangay halls. **DILG - IS renews Spiritual Commitment**

Before the year ended, Department of the Interior and Local Government _ llocos Sur _ IS) (DILG personnel conducted а Spiritual Seminar Renewal to strengthen and renew their spiritual lives. Specifically, the seminar aimed to improve the personnels' performance of their duties and functions, emphasizing moral accountability to clients.

Elias R. Rafanan, Pastor President of Northern Luzon Mission (Seventh day Adventist) served as the main speaker. He discussed several topics which include Biblical Principles of Leadership, and the characteristics and requirements of a good leader.

A total of 57 DILG – IS employees attended the activity where they participated in workshops held after each topic.

The highlight of the seminar was the commitment service where employees were tasked to write simple things they can do to help the Department in its role as the enabler of local government units.

The activity helped the employees recognize the well importance of spiritual being in becoming more responsible and responsive public servants. (LGOO II GIEZL R. QUILALA)



(LGOO V MILDRED LEA D. ESTAVILLO)

DILG Pangasinan conducts CBMS Module 3 Training

Lingayen, Pangasinan – The Department of the Interior and Local Government (DILG) – Pangasinan conducted Module 3 Training on the Community – Based Monitoring System (CBMS) Program for six (6) local government units.

Representatives from Agno, Balungao, Bolinao, San Nicolas. Natividad. and San Carlos Citv participated in the training which aimed to familiarize CBMS them with the process of Statistics They learned how Simulator and Cross-tabulation. process data the encoded to and generate required indicators.

Other topics discussed during the training were production and interpretation of thematic maps, and cross tabulation.

CBMS Regional Focal Person Francisco A. Vergara served as resource speaker during the activity. DILG Provincial Director Reggie R. Colisao together with provincial and field officers also attended the training.

CBMS is an organized system of collecting information local level that complements the at the national poverty monitoring systems. This tool promotes evidence-based decision-making bv supplying component data to determine actual extent of poverty, identify appropriate interventions, and assess the impact of programs implemented.

Data generated in CBMS Module 3 will serve as inputs in the preparation of the Socio-Ecological Profile and the Comprehensive Development Plan (CDP). (LGOO II ANTONIA DARISAY P. VILLAREAL)

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SALinTubig Project Beneficiaries Receive 40% Fund Release

Lingayen, Pangasinan – Three municipalities from the Province of Pangasinan initially received P 4 million each from the Department of Health – Center for Health Development Regional Office 1 (DOH-CHD RO1) in line with the Sagana at Ligtas na Tubig sa Lahat (SALinTubig) Project.

The municipalities of Aguilar, Bolinao and Urbiztondo were among the 115 priority local government units (LGUs) for CY 2011 to receive the grant amounting to P 10 million per LGU. The municipalities were Seal of Good Housekeeping (SGH) awardees, which is one of the criteria in the availment of the grant.

Prior to the release of funds, the LGUs submitted their respective Memorandum of Agreement (MOA) with DOH-CHD, and Simplified Feasibility Study of the projects in their localities. They also provided P 1 million as counterpart funding. The program is designed to provide water supply... (continued on page 6)

PGIS conducts DRRM - CCA Orientation

Vigan City, Ilocos Sur - The Provincial Government of Ilocos Sur in coordination with the Department of the Interior and Local Government llocos (DILG-IS) conducted a three day Sur -Basic Orientation on Disaster Risk Reduction and Climate Change Adaptation (DRRM-CCA).

Undersecretary Proceso T. Domingo of the Office of (OCD-RO1) Civil Defense graced the activity, with Regional Director together Melchito M. Castro of OCD-RO1, and Provincial Board Member Robert Tudayan.

The objective of the orientation seminar was to LGUs increase the awareness of and other concerned agencies on issues related to climate risk reduction change and disaster management. with Also, it aimed to equip participants adequate knowledge effectively to formulate plans and implement address necessary measures to DRRM-CCA concerns.

Representatives from the thirty-four (34)local government units (LGUs) of the province, selected government agencies national (NGAs), academe non-government organizations (NGOs) and participated in the orientation. (ADM AIDE IV LIZA MAY A. AQUINO)

Agoo holds 1st Kilawen Festival

The municipality of Agoo, La Union celebrated their Kilawen 1st Festival showcasing variety а of kilawen dishes prepared participants by 49 barangays of the from the said municipality, government agencies, non - government organizations and private sectors.

Governor Manuel C. Ortega served as Guest of Honor for the event which was hosted by TV personality Ruby Rodriguez.

Kilawen is a native dish half-cooked that uses sometimes uncooked or seafood or meat marinated in vinegar and spices. For the festival, the ingredients used and goat main were duck meat. fish, shells, vegetables and seaweeds. (LGOO V RHODORA G. SORIANO)



CHTs in Ilocos Norte Undergo Training

Paoay, Ilocos Norte – Members of the Community Health Management Teams (CHTs) in Ilocos Norte underwent training on Universal Health Care or Kalusugang Pangkalahatan (UHC – KP), a focused approach to health reform implementation.

Participants were composed of Provincial. Municipal and Barangay Health Officers, Nurses, Midwives. Population Program Workers and Social Development Officers. Welfare А second slated to undergo training 2012. batch is in

The training was one way of promoting the thrusts of UHC - KP following the issuance of Joint Memorandum Circular (JMC) 2011-0073 by the Department of the Interior and Local Government (DILG), Department of Health (DOH), Department of Social Welfare and Development (DSWD) and Department of Education (DepEd). DILG - Ilocos executives Norte encouraged local chief to promote and participate in UHC - KP related activities.

The JMC mandates the organization and mobilization of provincial, city/ municipal and barangay CHTs that will create an enabling environment and effective health system for the people, and ensure that the poor have access to quality health care. (LGOO II CHARIS O. GARMA)

SALinTubig Project... from page 5

...systems for the 455 waterless municipalities, barangays, health centers, and resettlement sites nationwide; and enhance the capacity of the LGUs / water service providers in planning, implementating, and operating water supply facilities.

For 2011, the Program covered 115 waterless municipalities, 62 waterless barangays, 55 waterless health centers, and 24 waterless resettlement sites, using the P 1.5 Billion released by the Department of Budget and Management (DBM).

For 2012, the Program will be transferred to the Department of the Interior and Local Government (DILG) and will cover 150 municipalities, 43 barangays, health centers. and 12 resettlement sites. 46 (I GOO II ANTONIA DARISAY P. VILLAREAL WITH REPORTS VI CHERYL AGUSTIN-FLORES/ MDGF FROM I GOO 1919 PPT)

Events



Director Manuel V. Biason gives an inspirational message to the employees of DILG Regional Office I during the Year-End Evaluation and Christmas Party.



DILG Directors Biason and Julie J. Daquioag strike a pose with employees during the Year-End Evaluation cum Team Building of the Office of the Regional Director.



OIC Regional Director Daquioag of the Department of the Interior and Local Government - Region I awarded the markers of the Seal of Good Housekeeping (SGH) to the municipalities of Burgos and Suyo, Ilocos Sur; and Bautista, Pangasinan. The municipalities are 2011 SGH awardees and Performance Challenge Fund (PCF) recipients.



Region (DILG-R1) conducts Post-Evaluation Conference DILG for the The 1 the conduct of 3-School Basic Orientation on Disaster Risk Reduction - Climate Change Adaptation (DRR-CCA) for Local Government Units facilitators and of Pangasinan. Participants from DILG-Pangasinan and the training' resource speakers reflect on s issues encountered during the said orientation, and discuss suggested resolutions.

DILG R1 4th Quarter Financial Report

P/P/A				UNOBLIGATED
ALLOTMENT OF CLASS	ALLOTMENT		NS INCURRED	BALANCE OF
OBJECT OF EXPENDITURE	RECEIVED	THIS REPORT	TO DATE	ALLOTMENT
CURRENT				
REGULAR APPROPRIATIONS				
PS	P 107,324,000.00	6,161,440.37	107,324,000.00	_
MOOE	9,596,000.00	883,950.34	9,596,000.00	
PEACE AND ORDER	426,000.00	136,380.00	283,257.25	142,742.75
TEAGE AND ORDER	420,000.00	130,300.00	203,237.23	-
SUB-TOTAL, REGULAR APPRO.	117,346,000.00	7,181,770.71	117,203,257.25	142,742.75
SSL 3 (second tranche)		, , , ,		
SARO-BMB-D-11-0063549	11,006,000.00	917,000.00	11,006,000.00	-
SARO-BMB-D-11-0063850	1,218,000.00	101,500.00	1,218,000.00	-
Sub-total	12,224,000.00	1,018,500.00	12,224,000.00	-
SARO PEI CY 2012	2,870,000.00	2,870,000.00	2,870,000.00	_
SSL 3 (Third tranche)				
SARO-BMB-D-11-006544	6,502,000.00	541,800.00	6,502,000.00	-
SARO-BMB-D-11-0063850	682,000.00	56,830.00	682,000.00	-
Sub-total	7,184,000.00	598,630.00	7,184,000.00	-
Continuing Appropriations	100,000.00		100,000.00	-
SPECIAL PURPOSE FUND				-
SA 2011-006	172,000.00		172,000.00	-
SA 2011-060	15,900.00	10.050.05	15,900.00	-
SA 2011-025	20,000.00	10,050.00	20,000.00	-
SA 2011-127	175,000.00		175,000.00	-
SA 2011-122	3,000.00	3,000.00	3,000.00	-
SA 2011-143	316,000.00		316,000.00	-
SA 2011-163	21,000.00	(200.00	21,000.00	-
SA 2011-108	6,300.00	6,300.00	6,300.00	-
SA 2011-226	408,800.00	1 000 00	408,800.00	-
SA 2011-227	6,000.00	4,000.00	6,000.00	-
SA 2011-201	171,000.00	32,628.56	171,000.00	-
SA 2011-330	58,000,000.00		58,000,000.00	-
SA 2011-256 SA 2011-248	260,000.00		260,000.00	-
	328,800.00	25,971.00	328,800.00	-
SA 2011-290 SA 2011-306	163,200.00 5,700.00	5,700.00	163,200.00 5,700.00	-
SA 2011-300 SA 2011-361	146,673.00	55,013.00	146,673.00	-
SA 2011-369	956,000.00	55,015.00	956,000.00	-
SA 2011-351	607,943.00	104,209.99	607,943.00	
SA 2011-408	6,000,000.00	104,207.77	6,000,000.00	_
SA 2011-403	15,000.00	15,000.00	15,000.00	_
SA 2011-433	234,300.00	226,000.00	234,300.00	_
SA 2011-438	178,000.00		178,000.00	-
SA 2011-485	12,000.00	12,000.00	12,000.00	_
SA 2011-500	132,000.00	132,000.00	132,000.00	_
SA 2011-530	225,600.00	225,600.00	225,600.00	-
SA 2011-569	1,658,814.00	1,658,800.00	1,658,800.00	14.00
SA 2011-533	11,332.00	11,332.00	11,332.00	-
SA 2011-562	7,500,000.00	7,500,000.00	7,500,000.00	-
SA 2011-546	176,000.00	176,000.00	176,000.00	-
SA 2011-579	150,000.00	150,000.00	150,000.00	
Total	78,076,362.00	10,353,604.55	78,076,348.00	14.00
MPBF				-
PS				
SUB-TOTAL, MPBF	P -	-	-	-
RLIP		1 000 1== =:	10 1 10 5	-
REGULAR	10,142,000.00	1,020,479.58	10,142,000.00	-
TOTAL, RLIP	P 10,142,000.00	1,020,479.58	10,142,000.00	-
REGULAR APPROPRIATIONS				-
MOOE				-
				-
SUB-TOTAL, REGULAR APPRO				-
TOTAL				-
PS				-
MOOE				-
CO				-
	P 227,942,362.00	22 042 004 04	227 700 605 25	-
GRAND TOTAL	P 227,942,362.00	23,042,984.84	227,799,605.25	142,756.75

SILG'S Call... from page 1

In our work in local governance, 1,551 or 90% of the 1,713 local government units nationwide have complied with the Full Disclosure Policy. Even barangays heeded the call for full disclosure as 23,584 of the 42,026 barangays nationwide have also posted their important financial reports in conspicuous places. The same SWS survey said people now trust their local government officials better and believe there is less corruption in government.

governance was continuously measured Good Seal of Good Housekeeping through the and remained the basis in providing the Performance Fund. This radically changed Challenge the decades-old mindset that LGUs with manifest gaps in service delivery should be the priority in giving assistance.

1.325 LGUs were conferred the Seal of Good Housekeeping. Of this number. 351 LGUs became recipients of the Performance Challenge Fund. Let me sav itinaas na na po natin ang antas ng sukat sa paglilingkod. Mav panahon po na hinahanap natin ang mahusay lang. Mav panahon po na hinahanap natin ang matino lang. Hindi po

Filing administrative complaints against your local officials

Section 61 of the Local Government Code provides that administrative complaints against erring local elective officials shall be verified and filed with the proper office. For complaints against municipal officials, these should be filed to the Sangguniang Panlalawigan, the decision of which is appealable to the Office of the President. Complaints against barangay officials should be filed Sangguniang Bayan or to the Sangguniang Panlungsod wherein the decision is final and executory. For higher ranks, such as officials of a Province, Highly Urbanized City (HUC) and Independent/ Component City (ICC), complaints against them should be filed to the Office of the President or, as per Administrative Order 23 of Malacañang, to the Secretary of the Department of the Interior and Local Government (DILG) or concerned DILG Regional Director.

The Code requires the complaint to be in writing and verified. It should be signed under oath by the complainant or by his counsel.

ibig sabihin na ang matino ay mahusay. Hindi po ibig sabihin na ang mahusay ay matino. Ang atin pong sukat: mahusay at matino.

Let us acknowledge these successes. I hope that these achievements were brought about by servant-leaders in your offices, by those of you who truly say "*ikaw muna bago ako*" or "*kayo muna bago kami.*" Leaders who consider government positions as vehicles for service, not as perks or entitlements. Leaders who truly listen, observe and allow constituents to participate and innovate.

Leader as learner

If we are to spark the kind of change we country, in our must also be want we а leader who is never tired of learning.

My first job was as a "materials controller" at Carnation, Phils. Inc. That is not included in my resume, and although it sounds important, my role really was to count milk cans. *Ang trabaho ko po ay magbilang ng lata.* I suppose it wasn't the kind of job that anyone would like to do, but instead of sulking, I told myself if it is something that is worth doing, then it should be done well.

I brought this kind of attitude with me when I moved to San Miguel and when I became mayor of Naga City, one of the things I did was to ride with the driver of the garbage trucks. Some said I should not do it, others said it was "OA", I thought it was the right thing to do because then I learned how I can become a good mayor – by looking at things from my co-workers' vantage point.

The journey to excellence is а continuina search for knowledge and understanding. То fulfill our functions, we cannot stay within our ignore the world around us. We silos and and collaborate cross-pollinate need to and learn from others' even language of need.

The continuing journey to excellence also means tirelessly learning new skills. We stop hiding behind the need to cloak of "security of tenure" to keep our iobs and protect our comfort zones. That is the surest way towards mediocrity. We need to continuously master our jobs - instead of (continued on page 10)

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our jobs mastering us - and serve with the kind of caliber that would put the private sector in shame.

culture of merit we are institutionalizing The the DILG and all its attached agencies at will reward all of you who strive for excellence in every task you are asked to do.

Leader as fearless changemaker

Serving the country by opting to make reforms and making people accountable for their actions is often lonely. There's resistance. There's opposition from those who are used to mediocrity. You might even hostility from those who intend to do face lt is possible wrong. not to accept responsibility, power or authority and say you don't want the risks that go along with them.

may be times when some people There "manahimik will tell you, na lang kayo, ito naman ang para sayo." But l will say, "gawin nyo na ang gusto ninyong gawin, hindi ako mananahimik."

Do not shrink from this lonely path. Resistance, opposition, and even hostility are part of the important work that need do. You can always proceed we to despite the fear in your heart. Pinapangako ko po sa inyo na kung pipiliin ninyo ang mahirap, pero matuwid na daan, kakampi ninyo ako.

If you really want to make a difference in the assignments that you accept, it is important that vou take the risk. Μv belief is at the end of all this, you will that of always win if you do what is right, no matter how difficult. Matagal na rin po naglingkod pamahalaan. akong sa Labing siyam na taon akong mayor doon sa amin. At yung karanasan na aking madali. Subalit pinagdaanan av hindi po napatunayan aking na po ang paniniwala ito. na sa dulo ng lahat nq hindi mabuti. mananalo yung masama sa

For comments and suggestions, you may contact DILG REGION 1 at telephone number (072) 888 21 08 or e-mail us at dilg_r1@yahoo.com You may also visit our official website - www.dilgregion1.com Patuloy tayong maniwala na ang tama ang laging magwawagi.

2011

Continuing the journey as leaders

I believe 2012 should focus on strengthening the Filipino people's confidence in our institutions. It is about "payback" or better still, "paying back" - returning the administration's confidence in us by giving better service - by outdoing ourselves in protecting the citizenry and their communities. If we accomplish this, restored it means we shall have pride institutional our as peacekeepers of the Filipino society.

I know you have heard me say many times that if I am replaced tomorrow as Secretary of the DILG, I really don't mind. To the best of my knowledge, I have served with the best of my ability. I can find another vehicle to serve others.

This really is a position of a servant, a learner, and a fearless changemaker. It is not a perk. It is not about power. It is about the country. It is about every man, woman, and child you meet on the MRT. It is about the future of our children.

I hope that you view your positions in the We do not live in isolation. same light. And our acts of service are not measured by great, one-time acts of sacrifice. How we define ourselves as a leader is played out in mindful, daily choices. How we respond to someone we accidentally outside our office, how we meet treat erring staff – our daily. an private learning principled acts of service, and fearlessness together, can have a reverberating effect in bringing this country into the greatness we so want it to have.

This journey to excellence is about all of you. you How behave becomes how society behaves. How you serve as a leader defines perform how we as an organization, and how we perform as a country.

Again, thank you for each of your contributions to our success in 2011 and the trust you have given me as your SILG. Aim high this year and join us in our continuing journey to excellence.

delivered January (The speech was last a 2012 during the New Year's Call of Sec. Jesse M. Robredo to top and reaional management of DILG and its attached agencies.)