

Sullivan Chime.

AN HONOUR TO SERVE: ENUGU STATE IN THE SULLIVAN YEARS

EDITED BY TONY ONYIMA

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Enugu State in the Sullivan Years

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Acknowledgements

I was at the helm of affairs in Enugu State for eight years. To function effectively, I relied on quite a lot of subordinates who I refer to as friends and colleagues. Our joint stewardship is largely responsible for the contents of this book. In all humility, I consider my role as minor. I thank all of them, because without the major roles they all played, there will probably be no book.

The incessant nudge on the part of Dr. Jude Akubuilo, my classmate from my first year in the secondary school in 1971, through the university, up to the Law School in 1981, who later became one of the commissioners I worked with, deserves special mention. While I felt we had done our best for history to be the judge, he felt very strongly that some documentation, no matter how small, could and should complement our efforts. I thank him for prevailing on me and eventually persuading me, to drift along with his wish, which I now consider a wise suggestion.

Putting the book into shape rested largely on the shoulders of Tony Onyima, an erstwhile journalist of immense stature, a writer of quintessential quality and a friend. His numerous road trips to keep to our schedule, cannot be forgotten. Working with Messrs Ejike Anyaduba, Pius Okaneme, Tochukwu Ezukanma and Caius Eze Nwakaeze, they became a formidable team that brought unique interviews, research and creative inputs to bear on the outcome of this book. Each one of them owns a piece of this book and I thank them very sincerely.

Tayo Adenaike, the famous watercolourist and graphic designer, became a member of my

household in the course of writing this book. I owe the concept, layout and design of this book and lots of critical interjections to him.

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I thank Peace Obiageli Nnaji, for meticulously handling all the secretarial duties and Nkiru Eneore Eneh, for making available most of the priceless images.

I never knew how difficult and time consuming it was to write a book. Frankly, at some stages as we progressed, I was almost thinking of calling it a day and reclining into my solitude. The enthusiasm of all these people overwhelmed my muted feelings and at last, we have a book!

In my native dialect, to all of them, I say *Kaa do* - thank you very much.

Sullivan Iheanacho Chime

Dedication

This book is dedicated to the memory of my parents, His Royal Highness, Igwe Elias Aneke Chime and Mrs. Theresa Ekpeluchi Chime, for their love and enduring values. To my predecessor, friend and boss, His Excellency, Chimaroke Ogbonnaya Nnamani, MD, FACOG, for believing in me. To the fine men and women who worked with me, for your dedication and commitment. More importantly, this book is dedicated to the good people and friends of Enugu State both at home and in the diaspora, for providing me the opportunity to serve, and for their trust and support. Finally, to God Almighty, for His grace.

FOREWORD

The general perception of Nigerian leadership, by Nigerians especially, is that of mismanagement, plunder, and inevitably failure. The average Nigerian hardly has anything positive to say about anyone who has walked the corridors of power in recent times. Most Nigerian politicians are viewed in the public eye as well-dressed rogues whose sole mission while in power, no matter their position, is to secure burgeoning bank accounts which translate to a future of financial freedom and lavish living for themselves and their families.

The masses may be justified to think so, because each passing day, stories of uncovered loot saturate the tabloids, and the level of corruption is so overwhelming that the topic in itself generates enough buzz to keep everything else in the news rather quiet.

It is worth stating at this point that if any Nigerian lawmaker, governor, minister, president, or any public officer in whatever capacity is able to consistently deliver the elusive "dividends of democracy" to their people, keeping a level head while at it, despite the existing negative perception described above, the tabloids should be equally awash with positive headlines.

The reason I am personally excited as I write this foreword is that I have witnessed one of such rare gentlemen deliver on his promises to the people of Enugu State in Nigeria, a place I have lived in for 65 years. I watched as all the milestones he achieved had gone, mostly unnoticed by the media. Knowing that such a man deserves accolades as much as some of his counterparts got disdain for underperforming, it is such a relief that this book is finally a reality.

The editor, in my view, has done an excellent job of chronicling the vision, challenges and

achievements of His Excellency, Sullivan Iheanacho Chime, during his tour of duty as Enugu State governor between May 2007 and 2015. This book takes us through a myriad of strategies by which the Sullivan administration addressed issues in all localities of the state, and the various sectors of the state's economy.

The trust Sullivan bestowed upon his team during the period of his stewardship is a testament to the fact that he did not attempt to be a "one-man magician crew", aiming to have his praises sung by political sycophants.

I daresay that this book is part journal, part leadership manual. This book is for everybody, but especially for those who desire proof that not all Nigerian politicians are selfish. For every serving public officer who seeks insight into what good governance truly means; for historians seeking reference material explaining the Enugu transformation; and, for people like me, who watched the transformation happen, and always secretly wished that this man's good work would be documented.

Kalu Uke Kalu

Kalu Uke Kalu
Enugu, March 2018

PREFACE

I will maintain, no matter how many times I am asked, that this book has not been written to blow my trumpet, but rather to enlighten whoever the reader may be about the challenges, triumphs, setbacks, successes, trials and victories that my team and I experienced during the period I served as the chief steward of Enugu State in Nigeria.

During this time, a curious and respected voice advised me that it would be very important to document all the facts surrounding my administration. It is no secret that I was reluctant to do so, as I have never been one to go out of my way to broadcast my own achievements. However, the current Nigerian political dispensation calls for no less a publication, which will be undoubtedly seen, in years to come, as a beacon to guide successive political leaders, and a compendium of truths which will offer a glimmer of hope and succour to doubting Thomases, that there is after all such a thing as "good governance".

Motivation for a book like this is even stronger now. I hope this book will succinctly capture the travails that I and the great men and women with whom I worked, passed through in order to build the Enugu State of our vision. Appreciation comes easier when the finished work can be seen. Therefore, on behalf of my team, I am grateful for the many sentiments of appreciation that have been expressed. However, an understanding of the process that led to the finished work is also important, hence this narrative.

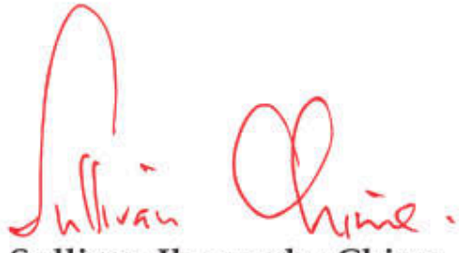
I will not be tired of extending my eternal gratitude to all the great men and women who worked as part of my team under various capacities, toiling day and night to ensure that our vision was actualized. Encomiums can only do so much, but it is indeed only the Most High who can reward these great people for their dedication. This book is a testament to their hard work. It is a pointer to the real meaning of selflessness and sacrifice.

It would also be remiss of me if I do not heartily appreciate the timely advice of all the elder statesmen with whom God Almighty strategically surrounded me during my time as Governor of Enugu State. These distinguished men included my predecessors in office, retired and serving Justices of the Supreme Court and the Court of Appeal, legislators, former Ministers of the Federal Government, the clergy, traditional rulers, and others who are properly honoured in this book. Suffice it to say that they lend great weight to the saying: "two heads are better than one".

My transformation as a mortal being on earth, which progressed rapidly as I steered the ship of the state, and which I think have been painstakingly put together in this book, is something that I think God is using to educate our youth. Therefore, I see this work as a channel through which the Almighty has passed down a great deal of instruction to future generations, combining moral lessons with lessons in strategy and leadership.

Above all, this book is for the people I love so much, and have learnt so much from. I most certainly hope that I have served you well. It was an honor to have served. If given another chance, I will gladly serve Enugu again.

I therefore urge citizens, residents and friends of Enugu to journey with keen interest through the pages that follow, because indeed, the history of Enugu State, the land, which sits atop the hills, will not be complete without reference to this work.



Sullivan Iheanacho Chime
M9, Independence Layout, Enugu
March, 2018

"Every man, every woman who has to take up the service of government must ask themselves two questions: Do I love my people in order to serve them better? Am I humble and do I listen to everybody, to diverse opinions in order to choose the best path? If you don't ask those questions, your governance will not be good."

- Pope Francis

INTRODUCTION

Nigeria has had bittersweet experience with democracy from the time of political independence in 1960 till date. Out of the 57 years of political independence, democratic governance has suffered hiccups on a number of occasions, culminating in twenty-nine (29) cumulative years of military rule.

Ineffective leadership and corruption have unarguably been identified as the greatest factors responsible for these setbacks, resulting in stunted development, fragile unity and social injustice. From time in history, effective leadership has been a constant requirement for development of nation states. Some of the seminal and timeless intellectual works ever written such as Machiavelli's *Prince* and Plato's *Republic* were largely aimed at resolving leadership problems. Leadership and good governance are, therefore, interwoven concepts necessary for national development.

Good governance, which Miller-Adams defines as "the manner in which power is exercised in the management of a country's economic and social resources for development,"[1] is no doubt a multifaceted concept. The World Bank has, in recent years, largely expanded its policy framework by including good governance as a core element of its development strategy. While democracy tends to refer to the legitimacy of government, good governance refers to the effectiveness of government. According to Carlos Santiso, a consultant to several international organizations and former member of the International Institute for Democracy and Electoral Assistance (IIDEA) "the quality of governance is ultimately attributable to its democratic

1. Miller-Adams, *The World Bank: New Agendas in a Changing World*, p.9.

content."[2] Santiso further posits: "Neither democracy nor good governance is sustainable without the other. Consequently, democracy and good governance need to converge, both conceptually and practically, in the study and practice of public policy-making."[3] Similarly, Pierre Landell-Mills, an international economist, argues that democratic governance is "the use of political authority and exercise of control over a society and the management of its resources for socio-economic development."[4]

These two definitions adequately provide the framework for the assessment of Nigeria's experience since the return to democratic rule in 1999. How have Nigeria's elected officials exercised power in the management of the nation's economic and social resources? How many of them in concrete terms have delivered quality social services and infrastructure, or what Nigerians often refer to as 'dividends of democracy'? There is a consensus that many of them have failed for reasons of lack of vision, ineffective leadership, corruption and mismanagement. There is even greater consensus that few of them really exercised power responsibly in the creation of values and management of social and economic resources put in their care.

Some political commentators agree that one of the few elected public officials who deployed power responsibly is His Excellency, Sullivan Iheanacho Chime, the Governor of Enugu State in South eastern Nigeria between May 2007 and May 2015. His tour of duty, they argue, conforms to the classic transformational leadership paradigm developed by James Macgregor Burns in his descriptive research on political leaders. According to Burns "a transformational leader is a person who initiates and inspires followers to achieve extra-ordinary outcomes."[5]

Transformational leadership enhances the motivation, morale and performance of followers in a variety of ways. This involves connecting the followers' sense of identity and belonging. Chime's highly acclaimed 'Visit Every Community' (VEC) initiative and Four-Point Agenda come to mind here. His leadership style has been adjudged to be unique; he worked for a cause

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2. Carlos Santiso, 'Good Governance and Aid Effectiveness: The World Bank and Conditionality' in *The Georgetown Public Policy Review*, Vol. 7, Number 1 Fall 2001, pp. 1-22.
3. Pierre-Landell Mill, World Bank (1994), Governance: The World Bank
4. George William Curtis (1824-1892), American writer and public speaker.
5. Dons Ude, *The Wawa Struggle: A History of Factional Dissension in Igbo Land.*

and not for applause. This perhaps explains the notion in some quarters that he was media shy as a governor. As Mr. Chuks Ugwoke, a notable Nigerian newspaper editor and Chime's Commissioner for Information puts it: "I think that it will be more appropriate to say that he refused to hug the headlines. He was reluctant to use the scarce resources of Enugu State to advertise what we were doing". Reflectively, it would also be right to assert that Chime's stand was in line with the admonitions of Pope Francis who said that anyone aspiring to take up public office must answer these questions: "Do I love my people in order to serve them better; am I humble and do I listen to everybody, to diverse opinions in order to choose the best path?"

An Honour To Serve: Enugu State In The Sullivan Years is therefore a modest attempt at documenting the philosophy, systemic innovations, leadership style, achievements and challenges of the administration of Sullivan Iheanacho Chime. More importantly, it is also aimed at establishing a new template for governance in Nigeria. This book is not set out to praise Sullivan Iheanacho Chime, but to appraise his eight years in office. From a cursory look at Enugu, both as a city and state, and the man Sullivan, the book details concrete achievements and innovations of the Chime administration in Enugu State. By reading this book, it is hoped that political scholars, historians, politicians and the general public will gain new insights from the Chime stewardship. The purpose of this book would have been fulfilled if it sparks the fire of curiosity, leading into more detailed research on the leadership style of Chime. Like in all intellectual undertakings, you are likely to come across some shortcomings and inadequacies in this book, please note that none was deliberate.

The Renaissance of The Coal City

By Chinedu O. Nebo, Ph.D

Coal City damsel
Beauty of the East
Pride of a nation, endowed by nature
Exquisite topography, contoured terrain
Luscious vegetation, beckoning on travelers.
Coal City damsel, melting pot of nations
You once were the cleanest city
In the vast, adorable entity
Dubbed the Giant of Africa
Coal City damsel! What joy and ecstasy
To see you spring to life again,
Awake from deep slumber
A state of stupor and dormancy
Imposed upon you by rogue suitors.
They promised to husband you well
But turned out to be barbarians
They devoured your beauty
Stripped you naked, raped you
Desecrated your glory and purity
Milked you hard and dry
They plundered and pillaged

And left you desolate, deserted
Disconsolate and wounded
For your dazzling beauty they gave you ashes
For your gait they gave you a limp
For your adornments they gave you rags
For your charm they gave you bleeding sores
Coal City damsel, sleeping beauty
Lo, you now awake, groggy eyed, though
Alluring looks, mimicking the famed portrait
Of Mona Lisa legend
Many thought you were finished
Forever mortally wounded
But we prayed for your healing, your renaissance
And, Alas! You rise again
Like that bewitched Princess of folklore
Who after the spell of the wicked witch
Fell into a stupor for years
Until the fullness of time
When came Prince Charming
Whose kiss revived the comatose Princess.
Coal City damsel, welcome back to life
You rise with a queenly gait,
Your wounds fast healing
Your scars melting away
Your ashes returning to beauty
Your rags transforming to queenly robes
Your limb to queenly gaits
Your darkness turning to light
Coal City damsel, welcome back to health
Thanks to God for a genuine suitor
A true husband, a princely caretaker

Venerable (Professor) Chinedu Nebo, former Vice Chancellor of the University of Nigeria, and former Minister of Power, wrote this poem in honour of Sullivan Iheanacho Chime's administration.

Chapter One

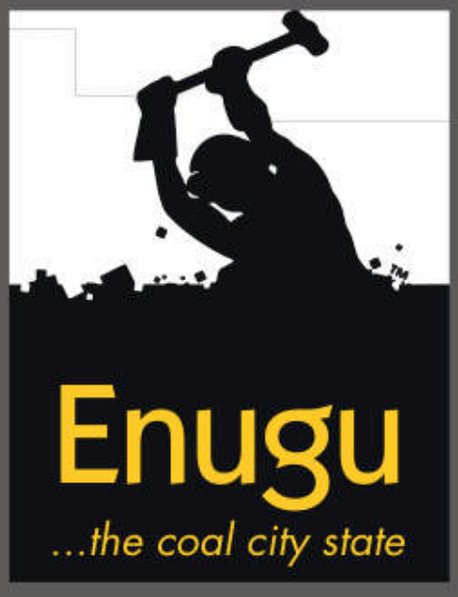
"A man's country is not a certain area of land, of mountains, rivers and woods, but it is a principle; and patriotism is loyalty to that principle."

- George William Curtis



Ariel view of
Enugu City





Enugu is a city - and a state - with many epochs. Today, Enugu is a mother town and state. It is a mother of colonial Southern Nigeria as well as a matriarch of nine out of eleven states of the current South-south and Southeast geo-political zones of Nigeria, an area then known as the Eastern Region of Nigeria. It was the capital of the defunct Republic of Biafra, and, emotionally, the headquarters of the Igbos.

Enugu And Its Epochs

Indeed, history is replete with tales of wars and conquests by migrants fleeing from desiccating environments to areas better endowed with food resources. This point underscores the great need to appreciate the part that geographical factors of location, climate and distribution of resources, play in the making of history. The same explanation is applicable to the emergence of the indigenous group now known as the natives of Enugu State in southeastern Nigeria.

What however puzzles the mind is how the people in this vast presence of hills and valleys came to exhibit similar traits and maintain one Igbo dialectical track, given the deceptive nature of their terrain. Igbo is the second largest indigenous, linguistic and cultural group of southern Nigeria. In other places, the fortress-like barrier between one community of native people and the other would have given rise to major disparities in cultural practices. In the case of Enugu State what would have been a sufficient barrier, ironically, reinforced its close affinity.

For the non-Igbo, particularly those who have never graced the scenic majesty of the hilly terrain called home by these people, the question likely to arise is: who are these people who take pride in living in clefts, canyons and escarpments, even deep gullies, found on rolling hills and scintillating valleys, and the most treacherous mountain terrain east of the River Niger? Of course, it will not be enough to say that these were the original owners of the decomposed forest valley in whose belly the colonial cash cow - coal - was discovered and mined, to finance the British hegemony over Nigeria for so long.

If it is helpful to begin with the sentiment associated with people engaged in the review of their history, they are the Igbo-speaking people whose socio-political identity was derived from ***Wa,***

an emphatic expression of refusal. "Wa" means "no" in a dialect of the Igbo language, and ***Wawa*** is a vehement refusal to be part of any indecent and abominable act or taboo. It is also used whenever attempts are made to lure anyone of Igbo extraction into such an act. Sometimes, it is simply used as a dissenting expression. The ***Wawa***, as most of the inhabitants of this area have come to be known, are essentially Igbo of the north. Indeed, to these people of the northern Igbo extraction, much has happened.

Enugu is a city -and a state - with many epochs. Today, Enugu is a mother town and state. It is a mother of colonial Southern Nigeria as well as a matriarch of nine out of eleven states of the current South-south and Southeast geo-political zones of Nigeria, an area then known as the Eastern Region of Nigeria. It was the capital of the defunct Republic of Biafra, and, emotionally, the headquarters of the Igbos. With a total landmass of 7,161 square kilometres, Enugu State shares borders with Anambra State to the west, Kogi State to the northwest, Benue State to the northeast, Ebonyi State to the east, and Abia State to the south. The 2006 national census puts the population of Enugu State at 3,267,837 with a population density of 460/km^2. Sitting at about 223 metres (732 ft.) above sea level, the state has good climatic conditions all year round with essentially two seasons - dry and rainy seasons. The lowest rainfall of about 0.16 cubic centimetres is recorded in February while the highest of about 37.7 cubic centimetres is recorded in July.

It has not been established when the first human activities started in this area. At best, there are scanty genealogical accounts of Enugu people on the Udi-Nsukka-Afikpo-Ohaozara-Awgu-Udi plain. Available evidence suggests that majority of them, as well as their forebears, occupied the place since the dawn of history, albeit with various stories of migrations. It suffices therefore that, apart from the oral history of a possible migration of the entire Igbo from somewhere around the Middle East, it may not be out of place, to suggest that majority of the ***Wawa*** Igbo are real indigenes of their present locations. However, there are noticeable influences of some foreign cultures among them, which could be explained by way of inter-group contact. But this can be sustained if it is agreed that no society has been an island unto itself, even during that era. What however may be described today as the geographical region called ***Wawa*** Igbo, does not go beyond the boundaries of the old Enugu State (Enugu and Ebonyi States), though there may be people of other areas who may have had many things in common, and in fact are culturally and linguistically contiguous with the people of old Enugu State.

From the account of Dons Ude [1] *et al.*, up till 1976 when the former East Central State was split into Anambra and Imo States, with Afikpo and Ohaozara divisions going into Imo State, while the other ***Wawa*** areas (Ayamelum) remained in Anambra State, the people of these areas had always stood and fought together with the rest of the ***Wawa*** in pursuit of common objectives. In effect, the greater ***Wawa*** area can be said to extend from Afikpo and Ohaozara areas in present Ebonyi State to Ikwo, Izzi, Nkanu, Isiuzo, Igboeze North, Udenu, and Uzo-uwani Local Government Areas in present Enugu State, including the Ayamelum clan in Oyi Local Government Area of Anambra State, as well as Ezeagu, Oji-River, Udi and Awgu Local Government Areas of Enugu State. This area, which is situated on a substantial part of the highlands of the Udi Hills, and the rolling lowlands of Ebonyi River basin to the east and the Oji River basin to the west, lies partly within the semi-tropical rain forest belt of the south. It spreads in a north-eastern direction with its physical features and vegetation changing gradually from the tropical forest belt zone to an open woodland, and then to the savannah land, as it approaches its northern extreme at the boundary with Benue State.

The Udi Hills axis commences west, at the Omambala River at Amansea, near Awka, running through Ugwuoba, Oji, Nachi, and Udi, before it peaks at the leading high rise appropriately called ***Ugwu Udi*** (Udi Hills). Eastward, the rise and slopes ride the crest of forming plains, and it connects south with the deep of earth at the Ozalla valley. These repeated scenic eruptions turn south through Awgu, Ihube and other areas, before they swing eastward again. Here, it seems to seek a completion of a circle of colourful hills, which rises sharper at the outskirts of Afikpo and appears to be finally dipping at Unwana, on the banks of the Cross-River State, all together forming a train of rhythmic rises and slopes.

Apart from a chain of low hills running through Abakaliki in the east to Nsukka in the west, and then southward through Enugu and Awgu, the rest of the area is made up of lowland crisscrossed by numerous streams and rivulets of which the major ones are Adada, Arikpo, Ajali, Ekulu, Ebonyi, Atavu, Asu, Nyaba and Oji Rivers. The area is blessed with rich and vast agricultural and mineral resources. Among its agricultural products are rice, yam, cassava, palm produce and livestock with cashew plantations at Oghe and Achi, Ezimo, Obollo-Eke and

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1.. Dons Ude, *The Wawa Struggle: A History of Factional Dissension in Igbo Land.*

Obollo Etiti, who pride themselves as the largest producer of cashew nuts in sub-Saharan Africa.

When the British military expedition led by the then Major H. D. Moorhouse, left Asaba on November 17, 1904, to bring under subjugation these parts of Igbo land yet to come under the suzerain control of the British overlords, little did they know that they had embarked on a mission that was to bring about economic buoyancy to the yet undefined Nigerian nation. Sauntering through Ogurugu, Adani, Ibeagwa, Omasi, Adada and Amadim, the expedition got to a ridge of Udi escarpment, which became known as Enugu (on top of the hill). Moorhouse conquered all the surrounding villages and set up in January 1905 an administration at a nearby town. Following the discovery of a rich seam of coal in Udi escarpments in 1909 by Sir Albert Kitson and his team of geologists, Enugu gradually started to attract many other people. As records have it, a number of chiefs from the area in 1915, 1917 and 1924, signed various agreements with the colonial government for exploration of coal deposits. With these agreements in place, old Enugu thus became a Crown land.

Mining of coal started in 1915 under a British engineer named William John Leck, who was joined later by a Nigerian, Alfred Inoma. In preparing to mine the coal, they built a small range of mud houses, which soon acquired the name of Alfred Camp, named after Alfred Inoma. Although Alfred Camp had been expanded, it was still necessary to construct more bush houses on the south side of the stream. This settlement, then called a 'native location', later came to be known as Coal Camp. Initially, the expatriates had found a place to live on top of Milliken Hill, but the continued shortage of water forced them to erect homes at the foot of the ridge where the newly built railway station could be found. As the emerging coal industry blossomed, more men were employed. People were attracted from as far as Owerri, Onitsha, and Calabar to the coalmine. Other early arrivals in the booming coal town were the Hausa traders and Fulani herdsmen, the former being some of the earliest inhabitants of Coal Camp. Foreign businesses also began to move in. Among the first arrivals were John Holt, Kingsway Stores, and the Bank of West Africa. From that period onwards, national attention focused on Enugu, and the town ranked, in order of importance, second only to the colonial seat of Government in Lagos and perhaps Kaduna, the then administrative headquarters of Northern Nigeria. In 1917, permanent African quarters were established at Coal Camp. In the same year, the settlement known as Enugu Ngwo was given a second-class township status. Prior to the

1924 agreement, in 1920, the colonial government, moved the administrative headquarters of the then Udi division to Enugu and renamed it Enugu-Ngwo division. By 1923, Enugu had become the headquarters of the then Eastern Railways, and has since then served variously as headquarters under many political creations. In 1928, Ngwo was dropped from the name to distinguish the town from the village. In 1929, as a result of the growing importance of coal to the economy of the country, the administrative headquarters of Southern Nigeria, which then comprised the eleven provinces of Oyo, Ijebu, Abeokuta, Ondo, Benin, Warri, Onitsha, Owerri, Calabar, Ogoja and the mandated territory of the Camerouns, moved from Lagos to Enugu. This new responsibility was to bring increased prestige and growth to the young community, and it remained so until 1939 when the Southern Nigeria was split into two - the Western and the Eastern provinces - following a proposal put forward by Mr. W. E. Hunt, the then Chief Commissioner for the Southern province.

Before these political sub-divisions and re-configuration, Enugu had in the early 1930s, taken further shape with continued building of houses in Ogui layout as well as in the north and east sides, now known as Asata. To avert the tendency of creating more "Ogui oversides" from an over-flown population of 35,000 in 1945, final arrangements were made for a new layout. Conceived in the early 1940s, the area today called Uwani layout, was acquired in 1947. From 1949 onwards, the new Coal City experienced tremendous expansion.

Between 1900 when the British Government formally took over the administration of Nigeria, and 1951, when the Eastern Region attained self-rule under the Macpherson Constitution, with Enugu as the headquarters, the political leadership of the area rested squarely on the shoulders of appointed British officials. By 1952, people of Nigerian extraction began to lead their people. The modernization of Enugu continued under these indigenous leaders such as Eyo Ita, Dr. Nnamdi Azikiwe, Dr. Akanu Ibiam and Dr. Michael I. Okpara. Under these leaders, the region witnessed tremendous economic growth. Okpara's era has been agreed to be outstanding. His development plan of 1962-1968 recorded soaring success so much, that it propelled the socio-political economy of Eastern Nigeria to an astronomical growth rate of 12.5% per annum during this period. This was the Enugu into which Sullivan Iheanacho Chime, a lawyer and Governor between 2007 and 2015, was born, a region that was witnessing rapid development.

However, the military intervention of January 15, 1966 halted the economic ascendency of the

region. The political crises that followed snowballed into a civil war. The Biafran struggle for self-determination came to an end on January 15, 1970. The defeat of Biafra saw the division of the Eastern Region into three states namely East Central, South Eastern and Rivers States, with Enugu as capital of East Central State. In 1976, East Central State was further split into Anambra and Imo states, with Enugu and Owerri as capitals respectively.

On the 27th of August 1991, twenty-two years after it was first mooted, Enugu State was created along with eight other states, by the General Ibrahim Badamosi Babangida military junta. Quite significantly, five years later, on the 1st of October , 1996, Ebonyi State was also created (carved out from the old Enugu State) along with five other states, by the General Sani Abacha military regime. Today, Enugu State consists of 17 local government areas as follows: Aninri, Awgu, Enugu East, Enugu North, Enugu South, Ezeagu, Igbo Etiti, Igbo Eze North and Igbo Eze South. Others are Isiuzo, Nkanu East, Nkanu West, Nsukka, Oji River, Udenu, Udi and Uzo Uwani.

There is no gainsaying the fact that Enugu has had, from the cradle, several epochs, as well as many masters and leaders who took her through these milestones. Speaking the truth to this bare fact during the centenary celebration of the birth of the city in 2009, His Excellency, Sullivan Iheanacho Chime said: "In every facet of human endeavor Enugu has produced notable icons, be it in medicine, law, media or academics, and because of these giant strides we think it is important to celebrate our great past. In doing this we also want to look at where we are now and draw a road map for the future".

Chapter Two

"There are three kinds of people in the world: those who make things happen, those who watch things happen, and those who wonder what happened."

- Tommy Lasorda

"The well-planned Enugu, which he saw as a child, and the decayed Enugu, which he met as an adult, provoked deep passion, which drove his government. "I saw a beautiful Enugu as a child and I later saw it go down. I knew we had the capacity to rebuild Enugu. That was the passion that drove my government. I knew it was doable."

The Man Sullivan

It will be fairly odd to tell the story of modern Enugu State in the Southeastern Nigeria without copious reference to Sullivan Iheanacho Chime, a lawyer, who governed the state between May 29, 2007 and May 29, 2015. Such a narrative will very easily spawn incredulity and constrict readership. It will scarcely satisfy modest expectations, even of the perfunctory reader.

The birth and upbringing of this scion of the Chime dynasty of Udi, a sprawling hilly town in Udi Local Government Area, Enugu State, is assumed by many to be the major influence on his actions in government within the period he held sway. But Sullivan is far too deep and versatile a character to be imprisoned by the circumstance of his birth alone. His temperament and exposure in life played far greater roles than a cursory interrogation would immediately reveal. He admitted this much himself when narrating his experience during the compulsory one year service in the National Youth Service Corps (NYSC) in the old Oyo State: "It was a real opportunity I had to discover myself. NYSC was the first time I was staying alone and outside Enugu without my family." Before this time perhaps, a good aspect of him was undiscovered, as his needs were attended to by a coterie of domestic servants.

Born of high parentage to a parliamentarian father and a Minister in the then Government of Dr. Michael I. Okpara, Elias Aneke Chime and a housewife mother, Theresa Ekpeluchi Chime on April 10, 1959, at Park Lane Hospital, a highbrow healthcare facility in Enugu city in the 1950s, he was divorced early by his parents from a life of seclusion. Though his father was of sufficient standing to live exclusively, and play frequent host to the lords if inclined, but he opted for a personal house on Nnobi Street in Uwani, an accessible middle class



Sullivan's parents with Pope Pius XII during their visit to Rome in 1958

neighbourhood in Enugu metropolis. Unsure of the impact an exclusive living at the Government Reserved Area (GRA) would have on his children, Elias Chime declined residence in the official quarters. Said Sullivan: "We grew up like normal children. We had neighbours. Probably that informed my father's decision not to live in a secluded area. The only thing the Government did then was to hoist the Nigerian flag every morning in front of our residence, and lower it in the evening". The routine act of hoisting the flag was perhaps to underscore the fact of the presence of an important government official in the residence.

Sullivan's provenance was aristocratic; even regal. The choice of his father as the first traditional ruler of his community of Udi basically derived from the older Chime's privileged position, and the good to which he put it. "My father was kind-hearted and taught us to be humble. He was comfortable by every standard, and single-handedly developed the Thinkers' Corner Layout, a housing scheme in the northeast part of Enugu metropolis". The layout was a land originally acquired by the older Chime from the Nike natives for agricultural purposes, but he changed his mind along the line, and with the consent of his landlords and approval from the government, ventured into real estate development instead. His interest in real estate later took him to his Udi town where he also built houses for people. In fact, he was reputed to be the person who abolished thatched houses in the town - demolishing and rebuilding them with cement and zinc for, and with the consent of, the owners. When in 1976 the policy of the old Anambra State government demanded that every community should have a traditional ruler, his people of Udi did not find it difficult to settle for him.

Growing up in the Thinker's Lodge, a one-storey building on 26/28 Nnobi Street, Uwani, which faces the headquarters of the Enugu South Local Government, formerly Municipal Council Primary School in Enugu metropolis, no doubt had some influence on Sullivan's actions in government. The close-knit community living imbued him with passion for both Enugu as a city and a state. His unencumbered, but moderated access to the environment allowed him firsthand knowledge of an Enugu metropolis that worked. The nostalgic feeling was to provoke in him a strong passion to reclaim Enugu from the decided slant towards decadence many years after. Taking office as governor on May 29, 2007, he started in earnest to reverse the ugly trend. Little wonder his efforts easily admitted him into the category of people Tommy Lasorda, an American baseball coach whose quote prefaced the chapter described as "those who make things happen". He knew the situation would not change through merely standing







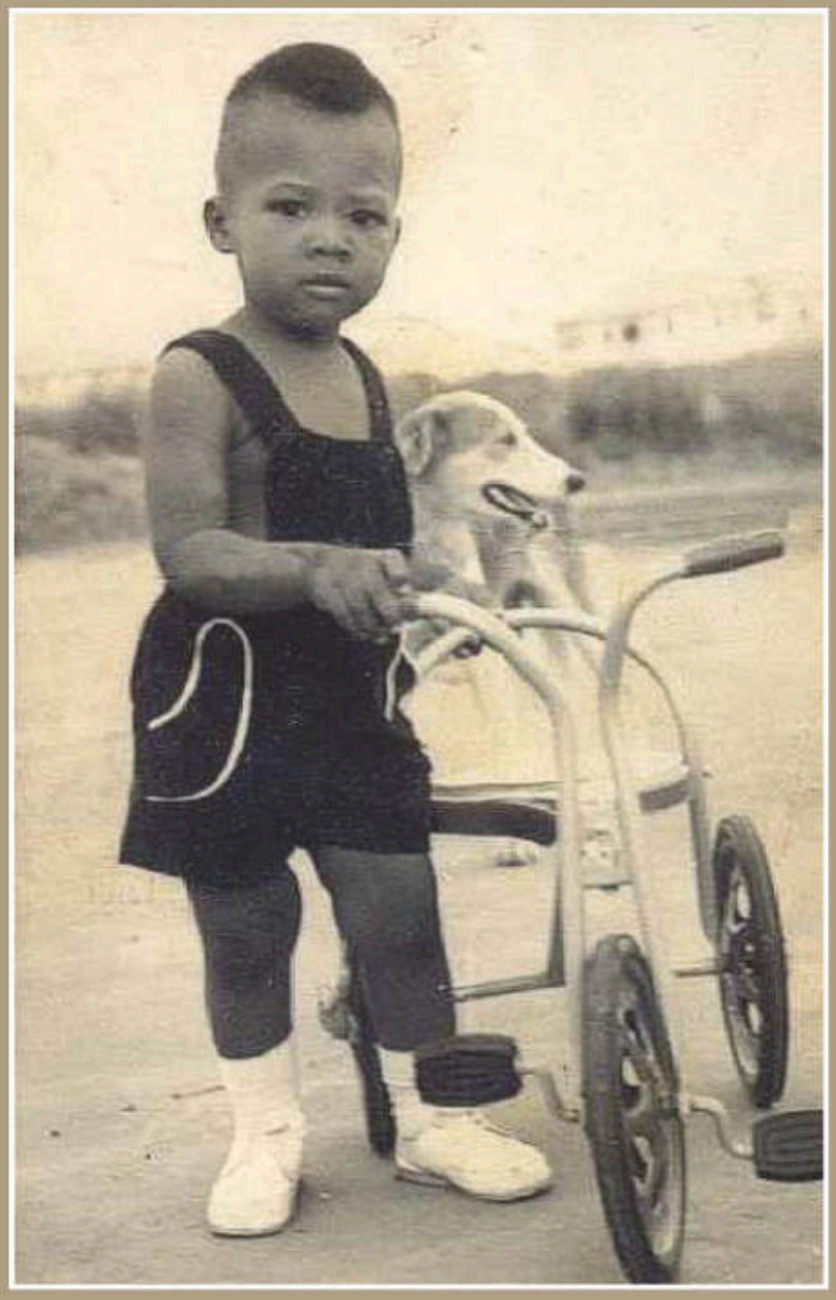
Top and Bottom:
Sullivan's parents, HRH Igwe Elias Aneke Chime and Mrs. Theresa Ekpeluchi Chime

and watching.

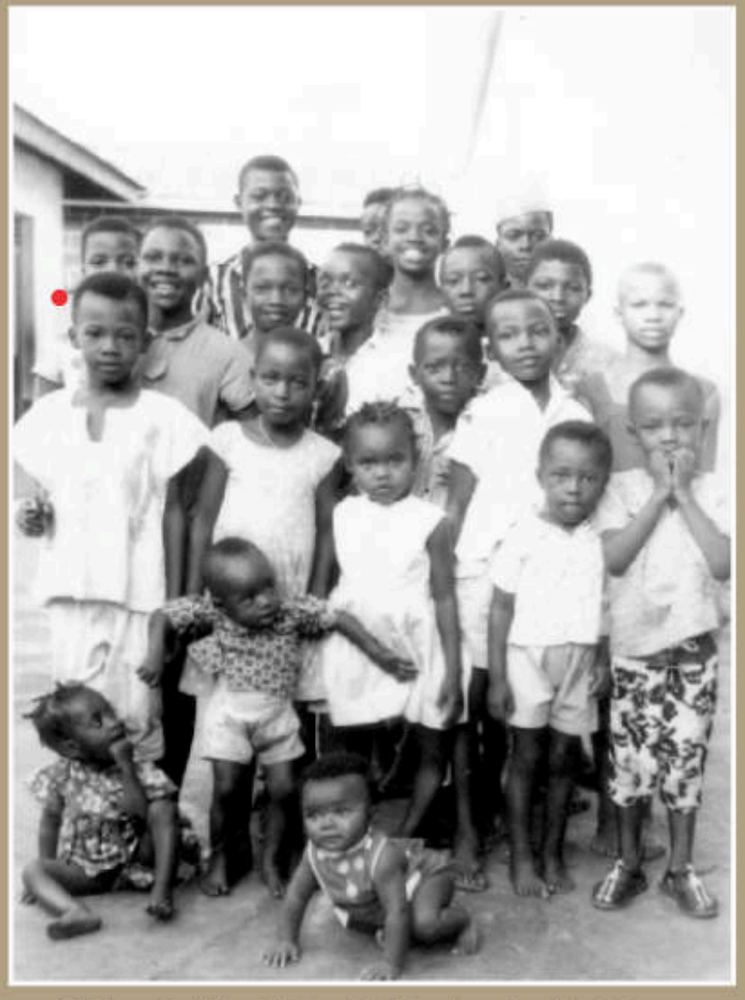
Restricted neither by parents nor a secluded living, he was able to make a mental picture of his environment quite early. This unfettered childhood allowed him ample impression of his environment, as well as afforded him an opportunity to mingle with children of different backgrounds, some of whom he played with at the expansive Municipal Council Primary School playground. Even when he attended a different primary school, the upscale Santa Maria Primary School, in the same Enugu metropolis, he was still involved in games like hide-and-seek with the rest of the neighbourhood children. He also played football, trying his hands at goal keeping. But his efforts at goal keeping were not well rewarded.

When the Nigeria-Biafra war of 1967-1970 forced many families, including Chime's, to flee Enugu city, they relocated to Ekwulumili in the home of one Chief Simeon Ezeiruaku in the present-day Nnewi South Local Government Area of Anambra State, Southeastern Nigeria. It was not difficult for the young Sullivan to adjust to the new environment, having been unwittingly exposed to community living by a pragmatic father. Consequently, he tagged along with his people as they went to such charitable organizations like Red Cross and Caritas that distributed relief materials in the war-torn Biafra to receive materials. "We did not really experience the war as such and did not live in refugee camp, but we were going for relief materials shared by the Red Cross and other charitable organizations". For the Chimes, the end of the civil hostilities took them unawares. They were on their way to Mass one Sunday, when they suddenly realized that the war was over as they saw mounted soldiers in vehicles shouting "One Nigeria". Unlike some other families, the Chimes did not experience the severity of the war. "We were privileged and did not experience the pangs of war like others. We saw victims of kwashiorkor". Kwashiorkor, or marasmus, was a severe protein-deficiency disease of children, which afflicted mainly children on the Biafran side who were denied basic nutrients as a result of food blockade against the East. Its mortality rate during the internecine war was nearly total. While in Ekwulumili, Sullivan continued with his education at Saint Luke's Primary School, Unubi, an adjoining community.

Back in Enugu city in 1970, Sullivan returned to Santa Maria Primary School where he completed his primary education and sat for the entrance examination into the College of Immaculate Conception (CIC), an upscale secondary school in Enugu, owned and managed by



Sullivan at one year and eleven months

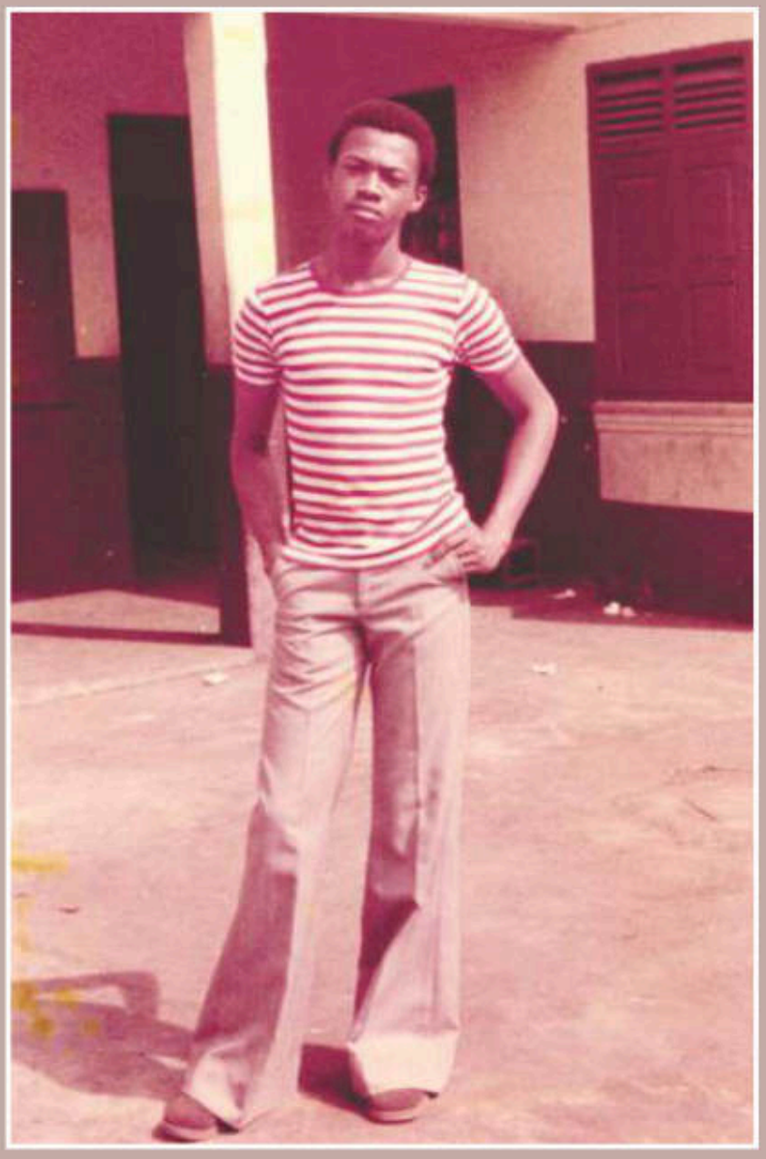


Sullivan holding his toy pistol (red spot) with siblings, cousins and friends at Christmas in 1965

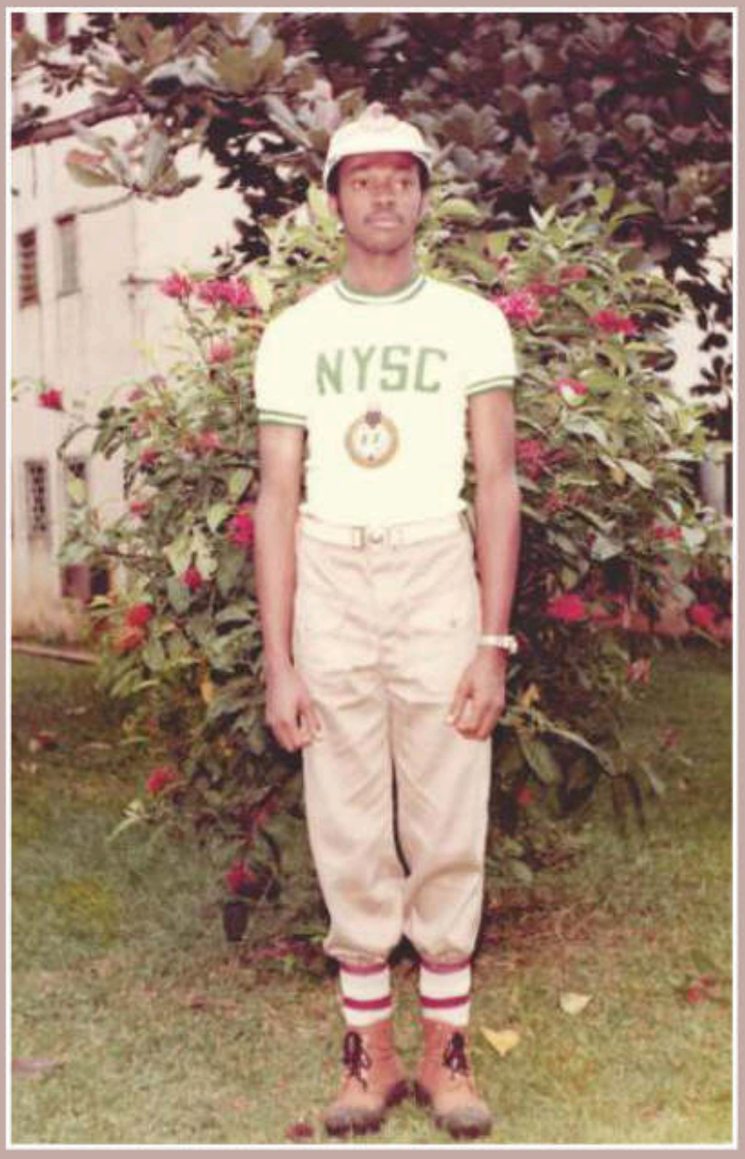
the Marist Brothers of the Catholic Church. He passed, and was consequently offered admission into the school in January 1971. He struck enduring friendships and relationships with many at CIC. Some of these friendships have lasted till date.

At CIC, Sullivan, who studied mostly science subjects and Christian Religious Knowledge (the latter was made compulsory by the missionary owners of the school), had one hobby – photography. By his account, they sent films abroad for development and they were returned, well processed and intact. "Things were properly done then." It can be said that it was while in secondary school that Sullivan's sense of judgment and appreciation of the nuances of urbanization became keener. It was then perhaps that he came to understand the meaning of amenities and service delivery. "Major streets in Enugu metropolis had street lights. There was functional transportation, where taxis dropped people off at their homes and other destinations of their choice and postmen were prompt in delivering letters to their owners at home/office every morning. There was nothing like ***Okada*** (motorcycles used for commercial purposes)." For Sullivan, ***Okada*** was an anathema associated with some cities, but not Enugu. "Bad roads forced taxis out of Enugu roads. Cars left and commercial motorcyclists had to take over", he said.

Among his teachers at CIC, some of whom did not actually teach him but had some influence, were Reverend Brother Aloysius, an Irish, who was the principal of the school during Sullivan's first two years, and Messrs. Okoye, Okafor, Agu, and Obiefuna who taught Mathematics, Christian Religious Knowledge, History, and English Language respectively. The Ofilis - husband and wife - were also on staff. Sullivan later went to the University of Nigeria, Enugu Campus to read law. He graduated and was admitted into the Nigerian Law School where he finished with a Barrister at Law (B.L) Second Class, Upper Division, and was called to the Nigerian Bar in July 1981. At the University, he was taught by a number of notable lecturers like Professor Gaius Ezejiofor, Professor C. O. Okonkwo, Senior Advocate of Nigeria (SAN), Professor Ilochi Okafor (SAN), who later became the Vice Chancellor of Nnamdi Azikiwe University, Awka, Professor Okey Achike, who later was appointed a Justice of the Supreme Court of Nigeria, Dr. Harford Onoh, Professor Boniface O. Okere, Professor Dennis I. Ewelukwa, Professor Martin C. Okany, Hon. Justice Anthony Ezeani and J. H. C. Okolo (SAN), in different aspects of law, such as land, constitutional, criminal, property, contract, evidence, industrial, administrative, Law of Torts, etc.



Sullivan in the '70s



Sullivan at the University of Ibadan temporary
National Youth Service Corps orientation camp, 1981

Unbeknown to many, the birth of Sullivan, described by Governor Ifeanyi Ugwuanyi (his successor in office) as "God's special gift to Enugu State", was quite circumstantial as were his names. Neither (birth nor names) came unprompted. "Iheanacho" and "Sullivan" were expressions of gratitude to different persons and circumstances. "Iheanacho, from the name, was just an expression of gratitude to God by my parents for something they had been looking for", while Sullivan was an expression of gratitude to an Irish doctor, named Sullivan, "who removed a nagging tonsillitis on my mother". The birth of the ex-governor was by no means easy. He came 19 years after his parents were married and had lost three children in quick succession at infancy. His surviving elder sister, Mrs. May Oji, was born five years before him. An official visit to Rome in 1958 by his parents was to change the family history. "As a government official, my father had official business abroad and travelled with his wife to Rome. There they had audience with Pope Pius XII and made a prayer request, among other things, to have children. At the end of the day, the Pope blessed them and then prophesied to them they will have two sons after the visit". A year after, Sullivan was born, followed two years later by his younger brother, Jideofor. Subsequent attempts at bearing more children were in vain. "My parents tried again to have another child and my mum almost lost her life in the process. Nobody advised them to stop trying". Doubtless, the birth of Sullivan and his younger brother was as a result of prayers and of Papal prophesy.

After the audience with the Pope, his parents proceeded to England. While there, an Irish doctor operated upon his mother who had tonsillitis. "It was while they were watching television that they saw that a female member of the royal family had just had an operation to remove her tonsils. So they became interested, made inquiries, and found out that it was possible to have it removed". The Irish doctor who handled the case was one Dr. Sullivan, after whom the ex-governor was named. But there was yet another twist. Back in Nigeria, the Irish Reverend Father who baptized him insisted that Sullivan in Ireland is more of a surname than a first, and declined to have him go with the name alone. To get around the logjam, Stephen, which would disappear soon after the baptism, was added to Sullivan. But hardly, if ever, does anybody know him by that name.

Sullivan's training as a lawyer would come to many as a surprise, especially those who knew his exploits in the science subjects. It was easy to assume he would train as a medical practitioner, a pharmacist, an engineer, or any of the science fields to which he showed uncommon aptitude in



Student days at the College of Immaculate Conception (CIC), Enugu.
Above: with officials and members of the Young Christians Society (YCS)
and below, with members of the school's Atilogwu Dance Group.



secondary school. But he would become none of those. In defending his detour to the law profession which his father advised, but did not insist on, he said that he was grateful he did not read medicine as it would have narrowed him down to a specific area. "I thank God I didn't read medicine from what I am seeing now". But he was quick to add that his love and knowledge of science has made him a better lawyer. This assertion may seem unsubstantiated at first, but the doubt melts in the light of his outstanding successes as a litigation lawyer with twenty-five active years of post-bar practice. Like his eight years of purposeful governance, he had won big cases, handled land and political matters, and pioneered the fundamental human rights case in Enugu. The fundamental human rights case is worth highlighting here: "I was the first person who championed the fundamental human rights case in Enugu. When I did that case, many of my colleagues didn't know what I was talking about because of the novelty of the case". Painstaking and perhaps cautiously moderate, he believes in court processes, however tortuous. "I was so astonished recently to read in the newspapers that some of my colleagues were attacking the judgment of the Supreme Court on the pages of newspapers. That was irresponsible. If you have issues with judgment of the Supreme Court, you have the responsibility to go back to the Court, urging them to review their decision".

Sullivan was to cut his first tooth in legal practice during his mandatory one-year national youth service (1981-1982) with the Legal Aid Council in Osogbo in the old Oyo State, Southwest Nigeria where his brief involved, but was not limited, to visiting prisons, interviewing prisoners, and recommending those who needed legal aid. After his service year, having decided against paid employment, he was articled to the Chambers of Mogboh, Ibik & Co. at the instance of his father. "My father and his close friend, Igwe Edward Nnaji, took me to Anthony Mogboh at No 8 Chime Avenue, Enugu, where I started my practice straight from the national youth service". The briefs of the chambers would later take him to the reaches of other Nigerian states like Imo, Ebonyi, Rivers, Abia, Anambra, even Lagos, Benue and Plateau. The Chambers of Mogboh, Ibik & Co. had rich pedigree. It was founded by the famous Justice C. D. Onyeama, formerly of the International Court at The Hague and the Supreme Court of Nigeria, passed through Justice Anthony Aniagolu, formerly of the Supreme Court of Nigeria, and then Anthony Mogboh. However, in 1986, the young Sullivan and his colleague, Julius Nnaji, whose father, Igwe Edward Nnaji, was the owner of the property where the office was located, at the instance of A. O. Mogboh (SAN), established their own private practice with the new name *Chime, Nnaji and Co.* Chief Mogboh relocated his office to his property at Plot 56, City Layout,

Enugu. It is important to mention here that experience, rather than money, was responsible for Sullivan's preference for practice and the untiring exertions thereof. One week after joining the chambers, his father bought him a car and assumed the responsibility of paying him monthly stipends. It may be tempting to assume Sullivan succeeded on his father's coattail. This assumption is unfounded, for no sooner had he begun practice in the chambers than the older Chime died in April 1983. It is therefore fair to say that beyond advice from his father, his successes were results of personal efforts.

As a governor, stories were told of Sullivan's untiring efforts, working late into the night and early hours of the mornings, inspecting projects accordingly. Dr. Chukwuemeka Ujam, a federal legislator and the former Governor Sullivan's Commissioner for Lands, in corroborating this said: "I remember when we were driving around in the early hours of the morning and he said we must go to inspect a plot of land. We were driving together and the streetlights were off in one of the streets and he asked that the Commissioner for Works should be woken up to explain why the lights were not working. Another was when we went to inspect the Akwata road project".

His father might have exerted some influence through timely advice, which Sullivan does not make any bones about and acknowledges no less, but he is entirely sufficient unto himself. For him, there is no shortcut to success, and whoever aspires to be successful whether as a lawyer or in any other profession, must be diligent, read voraciously and practice effectively.

Because of his brilliant practice, people expected that he would have been made a Senior Advocate of Nigeria (SAN), a privileged class of lawyers. Asked why that is not the case since his years in the Bar and successes at the courts should have qualified him for the silk robe, he said he never believed that a hood ever makes a monk. "The SAN title is not a magic wand in defense or prosecution of a case". He never applied to be appointed a Senior Advocate of Nigeria. Title-seeking and unnecessary publicity are inconsistent with his personality, having himself demonstrated modesty both as a governor and a private citizen. For example, in his eight years in office, Sullivan neither asked for nor accepted chieftaincy titles. He only gave in after leaving office, and his people of Udi community awarded him the title of *Dike Eji Eje Mba* (a worthy ambassador of the people) of Udi. The *Vanguard* newspaper reported this much in its October 11, 2015, edition: "The immediate past governor of Enugu state, Sullivan Chime,

finally accepted a title".

In the same vein, only few people may be aware that he has been conferred with honourary Doctorate degrees by four Nigerian universities: Doctor of Public Administration by the University of Nigeria, Nsukka (UNN) on October 11, 2008; Doctor of Public Administration awarded by the Federal University of Agriculture, Makurdi on November 29, 2008; Doctor of Law (LL.D) awarded by the Federal University of Technology (FUTO), Owerri on March 6, 2010 and Doctor of Public Administration from the Enugu State University of Science and Technology on November 26, 2011. In September 2014, President Goodluck Jonathan conferred on him the National Honour of Commander of the Order of the Niger (CON).

It is not likely to be common knowledge that in order to maintain political peace in the state he gave up his senatorial ambition. Likewise, many will be unaware of his commendable involvement in charity work. Needless to state, his foremost charity work is ensuring that indigent youth benefit from sound education, a cause which has left very many families in deep gratitude towards him. As is his nature he prefers for these laurels to go unsung. Sullivan unarguably typifies the saying by Benjamin Disraeli, the British Prime Minister in the mid-Victorian period of anti-imperialism, that *"next to knowing when to seize an opportunity, the most important thing in life is to know when to forgo an advantage*". In the present political clime of Nigeria only very few politicians would put aside their political ambition just to maintain the peace.

Few, if any, would doubt Sullivan's outstanding performances both in private and public services. Perhaps only the insouciant, out of indifference, may demur. Where the former governor failed, from the benefit of hindsight, could be forgiven as a case of human frailty. It is difficult, if not impossible, to meet the expectations of everybody in a pluralist society. Many will even be surprised to read a book that chronicles his years in office. For a governor who almost rebuffed the media and seemed closed to publicity, a book on his years in office will surely come to many as a surprise. But that is part of the Sullivan mystique. He almost ran along with that reputation as a media-shy governor. Truth is that he was too obsessed with reclaiming Enugu State from its steady slide into decadence, to trip himself up over publicity. Maybe a more flamboyant and less serious-minded governor would, but Sullivan is too self-effacing and thoughtful to be a goof for publicity. Unlike governors who allow others deal in



Receiving the Leadership Newspaper Best Governor Award, 2009,
from the former President of the Federal Republic of Nigeria, Ibrahim B. Babangida



Receiving the National Honour of the Commander of the Order of the Niger (CON), from the then President of the Federal Republic of Nigeria, Goodluck Jonathan, in 2014

fragments while they control the whole, Sullivan virtually avoided publicity-prone issues, including the commissioning of projects. As a matter of fact, his aides commissioned most of the projects during his time.

However, not everybody agrees with the notion that he was media-shy as governor. Those who disagree, among them Mr. Chuks Ugwoke, Editor of *Saturday Vanguard* from 1994 to 2007, who served as his Commissioner for Information for eight years, believe the former governor is too serious-minded to bother with the distraction of media publicity. He said his boss was not media-shy, but was reluctant to use scarce resources of Enugu State to advertise what his government was doing. "His Excellency did tell me from onset that he was not in government to earn accolades or beat his own drum, rather to render services to the people who gave him the mandate to serve, and he held religiously to this philosophy such that in his eight years in office, of all the 1,159 kilometres of rural and urban roads constructed or rehabilitated by the state and the local governments, he didn't commission any one." Sullivan himself had earlier dismissed the allegation of media shyness as unfounded. Not thinking highly of publicity gotten at the expense of the state, he called that an unnecessary distraction and a waste of public funds. According to him, they were not voted into power by Nigerians, but Enugu people, and the same Enugu people were witnessing what his government was doing.

There was reasonable freedom of operation and teamwork in Sullivan's government. Members of his Executive Council, the state's highest decision-making organ, interviewed separately, concur on this. There was no dissentient opinion. All agreed he did not micromanage governance - that they were allowed freedom to use their initiative in the execution of their duties, sometimes even at the pains of the governor himself. His then Commissioner for the Enugu Capital Territory Development Authority (ECTDA), responsible for common municipal services, Engr. Ikechukwu Ugwuegede, whose ministry nearly crossed the governor said: "I enjoyed tremendous freedom working with Governor Sullivan Chime. I only needed to clear policy issues with him, but not implementation. I did not need his permission to approve building A or B. That was why his own building remained unapproved until he met the necessary conditions". Ugwuegede told the story of how and why his office did not approve renovation work on M9, the property allocated and monetized to the former governor in his capacity as the State Attorney General and Commissioner for Justice by his predecessor, Dr. Chimaroke Nnamani. By his account, Ugwuegede said he turned down the ex-governor's

application for renovation because the building ordinance in the Independence Layout, the site of the M9, did not allow for a three-floor building. It was not until it was proved beyond reasonable doubt that the third floor was just a loft that approval was given. When asked if he wrote his resignation letter while declining the approval, Ugwuegede initially stonewalled but said: "I saw it as a test. The governor wanted to know if we were doing our job".

To that extent were officials of the Sullivan's government allowed freedom to execute their charge. Elsewhere perhaps, the idea would not be contemplated, much less carried out. But no matter how unseemly this approach to governance was, it nonetheless brought the best out of the team, elicited uncommon support from the people, and delivered the best for Enugu State. Governance was pursued with uncommon passion among all involved. Though his determination to develop the state and reclaim Enugu city from decay might not have been achieved hundred percent due to limited funds, but his government did marvelously well. "My only regret in my eight years as governor is that certain things we set out to do to restore Enugu, we couldn't do because of lack of funds".

It might be curious how two otherwise conflicting experiences of the former governor conduced to the great transformation, which was wrought by his government in Enugu State between 2007 and 2015. The well-planned Enugu, which he saw as a child, and the decayed Enugu, which he met as an adult, provoked deep passion, which drove his government. "I saw a beautiful Enugu as a child and I later saw it go down. I knew we had the capacity to rebuild Enugu. That was the passion that drove my government. I knew it was doable". The opposing experiences, doubtless, elicited the zeal that stemmed the tide of decay and expanded the frontiers of development in the state. It can be fairly argued that the passion to develop Enugu city ran in the Chime family. His father singlehandedly developed the Thinker's Corner Layout, while Sullivan, relatively more empowered, made a holistic transformation of Enugu City and beyond. Apart from being a parliamentarian, his father was also a Regional Minister and the Provincial Commissioner for Enugu at different times under Dr. Michael Okpara's administration. Elder Chime was originally elected to represent his constituency both in the Federal House of Representatives and in the Eastern Region House of Assembly, but had to relinquish the federal position to Chief G. O. D. Eneh, his kinsman, when the two positions were split. Interestingly, years later, Eneh was to succeed Chime after his death as the traditional ruler of Udi community. For his numerous efforts to develop Enugu as Provincial

Commissioner, the then Enugu City Council named Chime Lane in his honour, while the developers of New Haven, a middle class layout named Chime Avenue, a major street in the layout, after him in apparent appreciation of his role in the development of the residential layout.

Married twice, Sullivan has five children whom he raised as a single parent. Three days to his 24th birthday, his father, who had encouraged him to marry, died. Two years after, at a relatively young age of 26, he married the mother of his children from his village. The marriage was blessed with four children – two boys and two girls. His second marriage, fourteen years after the end of the first, produced a son.

Today, he is a proud father of five children and some grandchildren. The names of his children are Adaora Onyinyechi Chukwu, a lawyer; Elias Nnamdi Chime, an economist, Tochukwu Arinze Chime, a computer scientist, Ezinne Ekpeluchi Chime, a business management expert, and Ugomsinachi Chime. With the exception of the latter, born in 2009, all the others have Masters' Degrees in their different disciplines. When asked the possibility of another marriage, he chuckled and said this is not in his plans. In his words, "it will be wrong to be procreating at the same time as one's children". His two eldest children are married and have their own children.



With children, January 2005



Sullivan with his family at the front lawn of the Governor's Lodge, Enugu.
(L - R) Emeka Chukwu (son-in-law), Ezinne Chime, Sullivan, Adaora Chukwu with daughter Zoe,
Nnamdi Chime and Tochukwu Chime with Zoe's twin sister, Ava.
Front row: Ugomsinachi Chime and Kamsi Chukwu



With his daughters, Ezinne (left), Adaora (right) and grandson, Kamsi in London, 2011

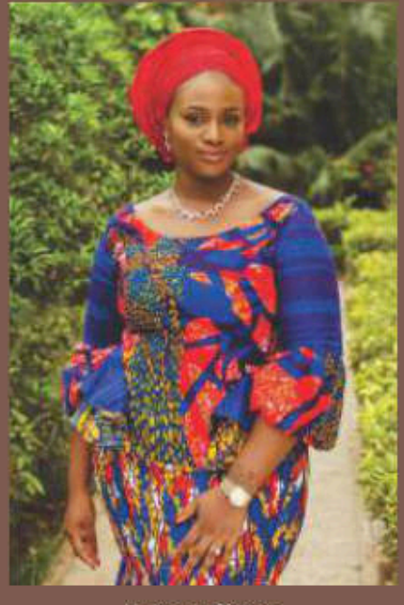




Sullivan's Children: A. Adaora Chukwu with husband, Emeka and children (L - R) Ava, Kamsi and Zoe
B. Nnamdi Chime with wife, Sonia and children (L - R) Otito and Olaedo



Tochukwu Chime



Ezinne Chime



Ugomsinachi Chime

Chapter Three

"In preparing for battle, I have always found that plans are useless, but planning is indispensable."

- Dwight D. Eisenhower

"I can say very clearly that I owe my emergence as governorship candidate to my predecessor. He invited me. Like I said before, there were many other candidates who wanted to be governor. He invited me one night and made me the offer to be governor. Not even an offer; it was like a directive that he would like me to succeed him. On the other hand, given how it all happened, I can say that is how God prepared me for the bigger challenge of being a governor."

The Road To The Lion Building

Until 1999 when he emerged on the political scene of Enugu State, Nigeria, first as Special Adviser on Legal Matters, and later Commissioner for Justice and Attorney General in the eight-year administration of ex-Governor Chimaroke Nnamani, not much in terms of Sullivan Chime's political life was public knowledge. Democracy in Nigeria was still nascent, and few people were willing to gamble with the process. The long years of military dictatorship and its many failed attempts at transiting power to a civilian government had conspired to make many Nigerians doubtful of the emerging order. Sullivan, like many others, was less optimistic about this emerging development. Engrossed in his legal practice and with a young family to take care of, he decidedly maintained some distance. At best, his action was apolitical.

"I wasn't a partisan politician at the time. We were just coming out of military rule then, and given the antecedents of the military, I was not interested in the emerging politics. I did not trust the process and didn't want to gamble. I was a young man who had a family to take care of, and I was also enjoying my legal practice", he said.

His appointment into the cabinet of his predecessor, ex-Governor Chimaroke Nnamani made him less skeptical of the political process, but not altogether a "politician". As a matter of fact, a notable politician who later served as a senior aide in his government caviled about his not being a politician and openly objected to his candidacy for the governorship position. Sullivan recalled: "One of our politicians had concerns about me and openly said that I was not a



Sullivan signing the Oath Form after his reappointment and swearing-in as the Attorney-General and Commissioner for Justice, by the then Governor of Enugu State, Dr. Chimaroke Nnamani (left), in June 2003

politician and that I didn't know them (politicians). He eventually served as one of my Senior Special Assistants".

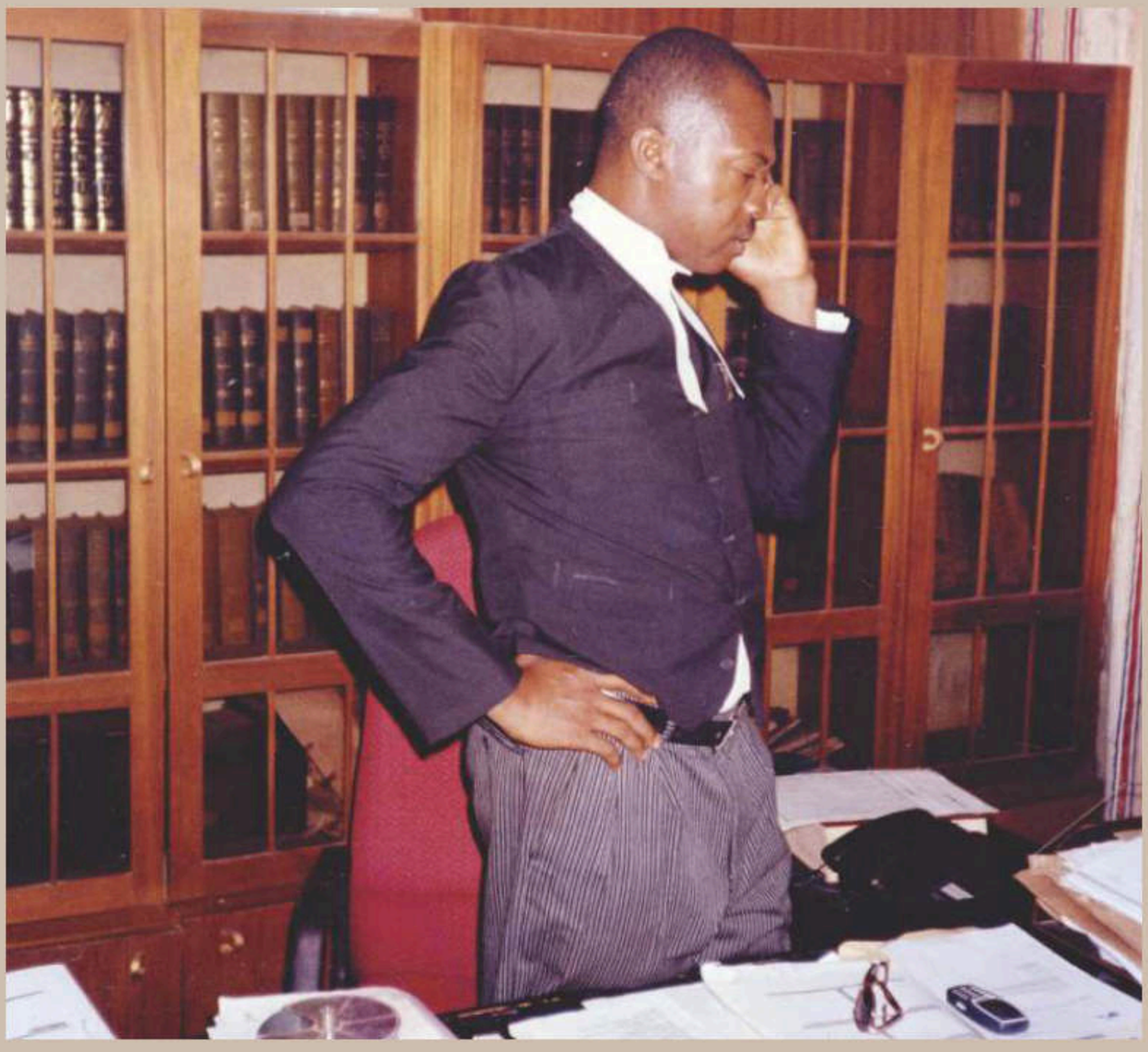
Regardless of the quibble, Sullivan was not a rookie by the time destiny and man worked together to thrust on him the responsibility of governing Enugu State between May 29, 2007 and May 29, 2015. Before his inauguration as governor, Dr. Chimaroke Nnamani recruited Sullivan to be part of his initial team of advisers who helped in putting structures in place for the emerging government. Sullivan was later appointed a Special Adviser on Legal Matters, which he held for two years before he was appointed the Attorney General and Commissioner for Justice. As the chief law officer of the State, Sullivan worked closely with United Kingdom's Department for International Development (DfID) to carry out a number of reforms in the justice sector. Said he: "As I was assuming office in December 2001 as the Attorney General of the State, the British Government's Department for International Development (DfID) was coming into Enugu as one of its four focal states in the country. After series of meetings, workshops, and ultimately a strategic review of my ministry carried out by Messrs Atos KPMG Consulting, under the aegis of the DfID, the Ministry of Justice in February 2003 received a firm promise from DfID to co-sponsor the publication of revised Laws of Enugu State. The publication of Laws of Enugu State had become topmost on my priority list for obvious reasons. It is on record that since the laws of the then Eastern Nigeria were published in 1963, this part of the country has not had its laws codified and published. So many enactments had been out of print and out of reach. Some were not even made available to the public, and in some extreme cases we have had to contend with different versions of the same piece of legislation being in circulation at the same time". Stressing the importance of this effort, Mr. Isaac O. Anozie, an accomplished legislative counsel who was appointed the reviser for the law revision project, praised Sullivan for his "zeal and enthusiasm" which accounted for "the success of the project".

Under DfID's 'Access to Justice' programme, Sullivan built the Citizen's Rights and Mediation Centre, and revamped the state's case management system. As Chairman of the State Committee on Prerogative of Mercy, he made a number of recommendations to the governor on state pardon. Among other legal duties, he also singlehandedly drafted the State's Local Government Law, when he was Special Adviser to the Governor.

Beyond the task of drafting laws and sundry matters of legal importance to the state, which his new position as Attorney General and Commissioner for Justice required of him, Sullivan betrayed no interest in contesting for any elective post. "It never crossed my mind to contest for any particular office. I was more interested in rendering services to the state and serving my boss". Perhaps his unflagging devotion to duty and less distraction by the politics of succession worked in his favor, because amid the sea of aspirants to the governorship position, the lot fell on him. Apart from not communicating any gubernatorial ambition, he kept magisterial distance from the brazen sycophancy that defined the quest for a governorship ticket at the time. It is important to state here that the government at some point, was almost seized to advantage by a tiny clique of cheerleading politicians who reveled in singing and dancing publicly to Governor Nnamani's acclaim. Confirming this development, Eric Oluedo, a medical practitioner and Sullivan's Commissioner for Rural Development, said that politicians, especially those with ambition, employed this embarrassing method to gain the confidence of the then governor. This attitude, a trifle more disdainful than political servitude, he admitted, was not Sullivan's forte. "At that time, some of those scrambling to succeed Chimaroke Nnamani would come to an occasion singing his praises. But in all of these, Sullivan was never part of it", Oluedo said.

Perhaps while all these happened, providence and Chimaroke took note. When both decided to work, they looked beyond the pale of aspirants cavorting and toadying the former governor to make Sullivan not just the candidate of the People's Democratic Party, but governor. Sullivan told the story of how the offer to be governor was made to him by his boss, and how God blessed that effort. "I can say very clearly that I owe my emergence as governorship candidate to my predecessor. He invited me. Like I said before, there were many other candidates who wanted to be governor. He invited me one night and made me the offer to be governor. Not even an offer; it was like a directive that he would like me to succeed him. On the other hand, given how it all happened, I can say that is how God prepared me for the bigger challenge of being a governor". On the surface, the circumstances that made him his party's candidate and eventually the governor might appear solely providential. But hardly does such a turn in the events of one's life happen without some effort on that individual's part.

Prior to this time, Sullivan had kept his nose to the grindstone, working without fail to draft the State Local Government Law, which as governor, he never violated. As a matter of fact, Enugu



In his office as Attorney-General and Commissioner for Justice, Enugu State

under Sullivan was the only state that respected the constitutional provision of running democratically elected local government councils throughout his tenure as governor, without a break. Local government elections were conducted every two years. Before he left office, four of such elections had been conducted in 2007, 2009, 2011 and finally in 2013, with no interference from the state government. The local government financial allocations, which had caused a lot of trouble in some states, were never tampered with. According to him,"We had the Joint Account Committee (JAC) that had some local government chairmen as members. They shared and managed their funds according to the law. We had no business whatsoever touching or managing their allocations", Sullivan said. It can be said without equivocation that more than luck, Sullivan worked hard to gain the trust and confidence of his boss without whose support, he admitted, his candidacy would have been in vain.

Sullivan resigned his appointment as Attorney-General on the 6th of November, 2006 after serving for five years in that capacity. On the 9th of December of same year his political party, the PDP, nominated him to run for the office of governor of the state, an election he won convincingly by landslide victory in April, 2007.

At the end of his first term as governor, he was re-elected in April, 2011 by another landslide victory for his second and final term.



Inauguration as Governor: Above - 2007, Below - 2011

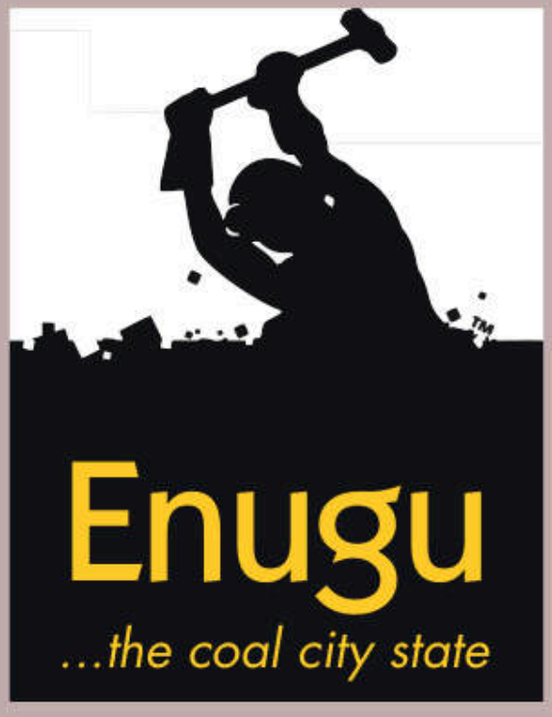




Guard of Honour mounted by the Nigeria Police to usher in Sullivan into office on his first day at work



In his office as Governor


Enugu
...the coal city state

Chapter Four

"It is an immutable law in business that words are words, explanations are explanations, promises are promises - but only performance is reality."

- Harold S. Geneen



Reconstructed
Independence
Avenue



While campaigning, he made promises of running an all-inclusive government and building enduring institutions that would ensure that the people were involved in governance. "When I was campaigning, I kept telling the people that the legacy I want to leave behind was the system, not necessarily the physical infrastructure. I love the system more because it ensures that people are involved in governance. Besides, it helped put us in check," he said.

The Promise

The 4-Point Agenda

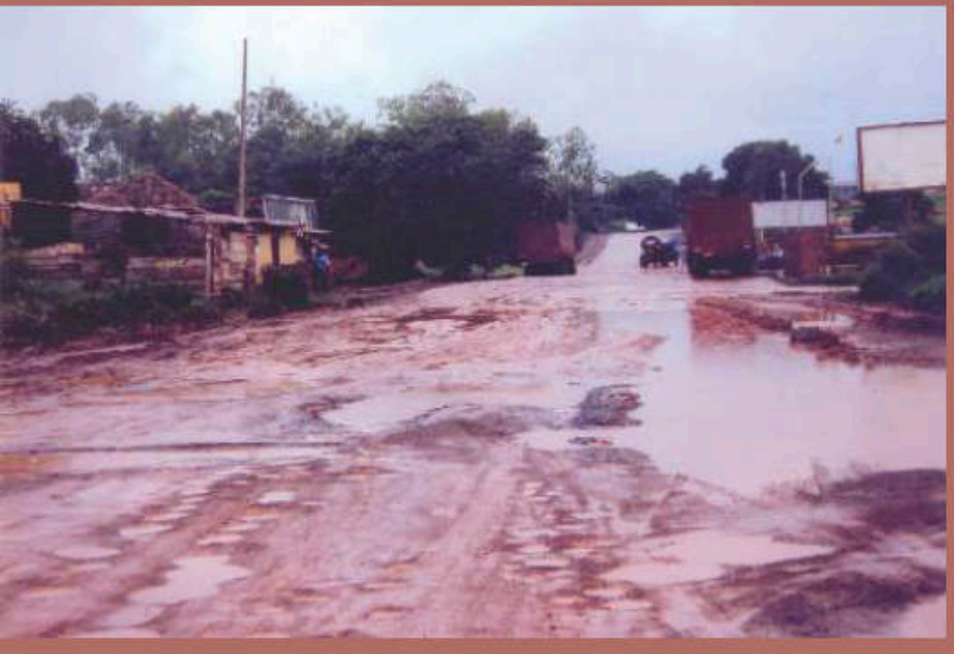
The administration of Sullivan Chime in Enugu State (2007-2015) was unarguably one of the few in Nigeria, which came into governance with a well-articulated vision and plan. With the help of a compatriot, Martin Iloh, who later served him as the Secretary to the State Government (SSG), Sullivan drew his would-be programme of action, otherwise called the Four-Point Agenda. There was no denying the fact that Sullivan had gubernatorial and mass electorate support, which stood him in good stead against his rivals, but he needed to convince the latter further, hence the Four-Point Agenda was printed and shared out to the people in their numbers during the campaigns. This document, which became an article of faith, a covenant with the people of Enugu State, was "carefully thought out in collaboration with our party, the People's Democratic Party (PDP) for the consolidation of the successes of the Nnamani administration, and to bring about the speedy growth and development of our beloved Enugu State".

At that time, Enugu was in serious decline with dilapidated infrastructure, poor service delivery, stagnant economy, etc. and Sullivan passionately sought to address the drift. He was to admit in an interview that the need to change the face of Enugu State, more than anything else, motivated the crafting of the agenda. "It was the desire to bring back Enugu to what it used to be, that motivated us to craft the agenda. We had an idea of what our people needed, things that should be done to change the face of the state". This desire was encapsulated in the vision he crafted for the state in the agenda document: "I see an Enugu State where government is open, accountable and responsive to the genuine yearnings of the people, and takes action to





Above: Abakaliki Road Expressway before and after reconstruction/dualization. Below: Old Airport Road before and after reconstruction





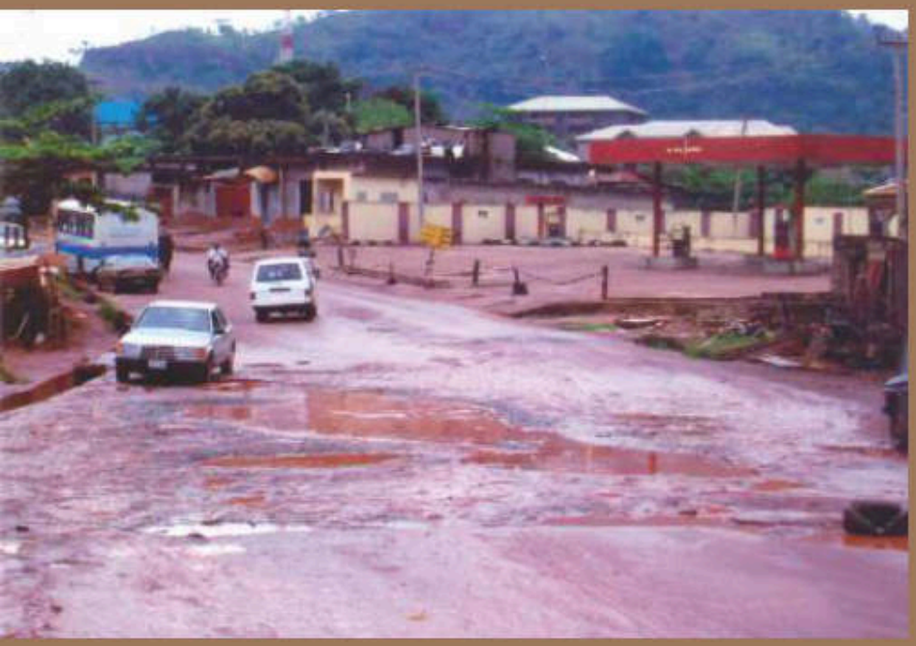


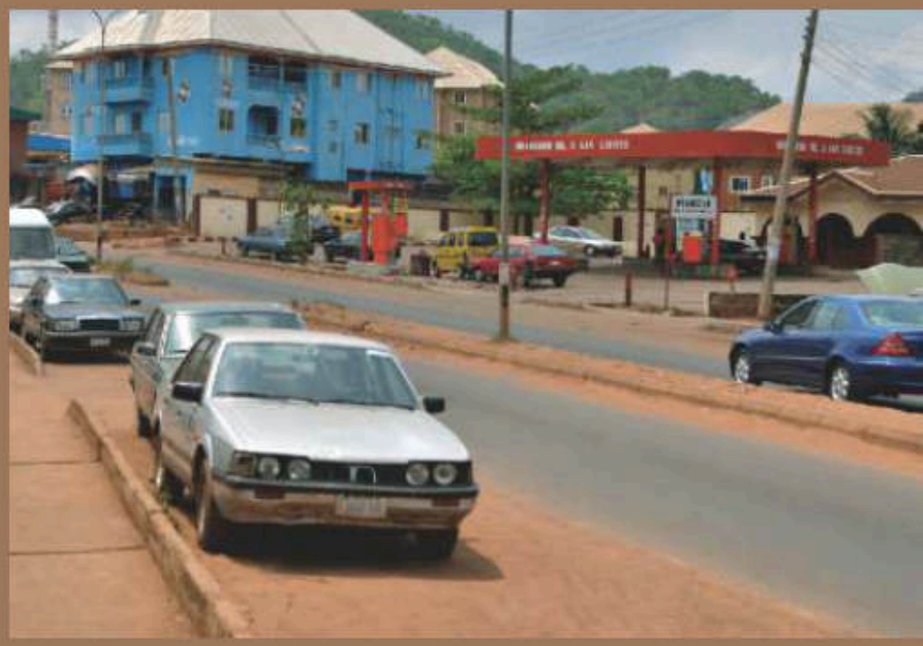


Above, College Road and below, Ebe Lane, both in Ogui New Layout, before and after reconstruction









Above, Agbani Road and below, Onwudiwe Street, Uwani, before and after reconstruction

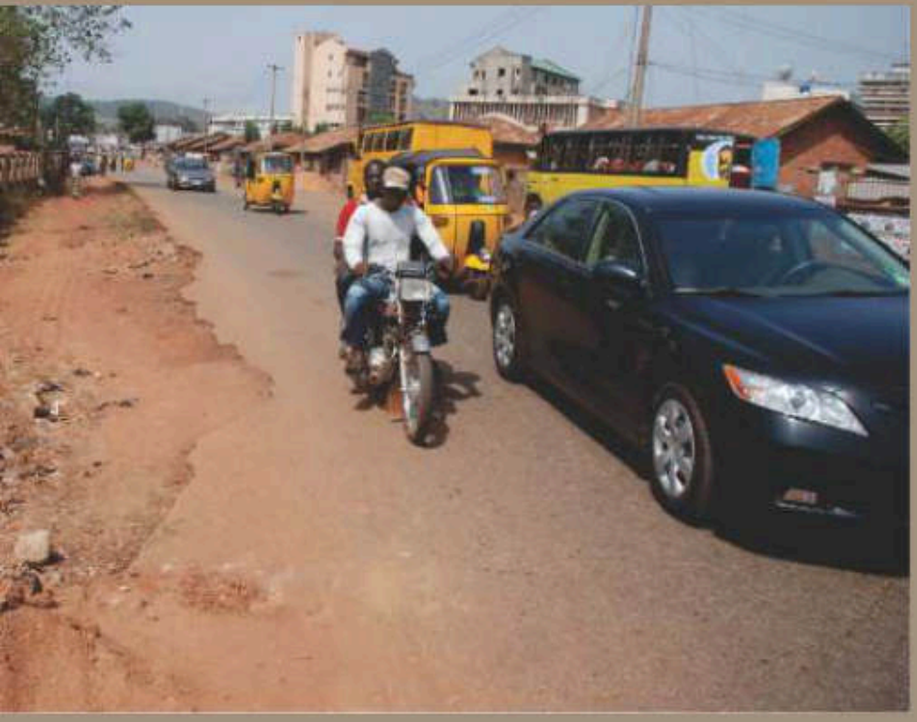




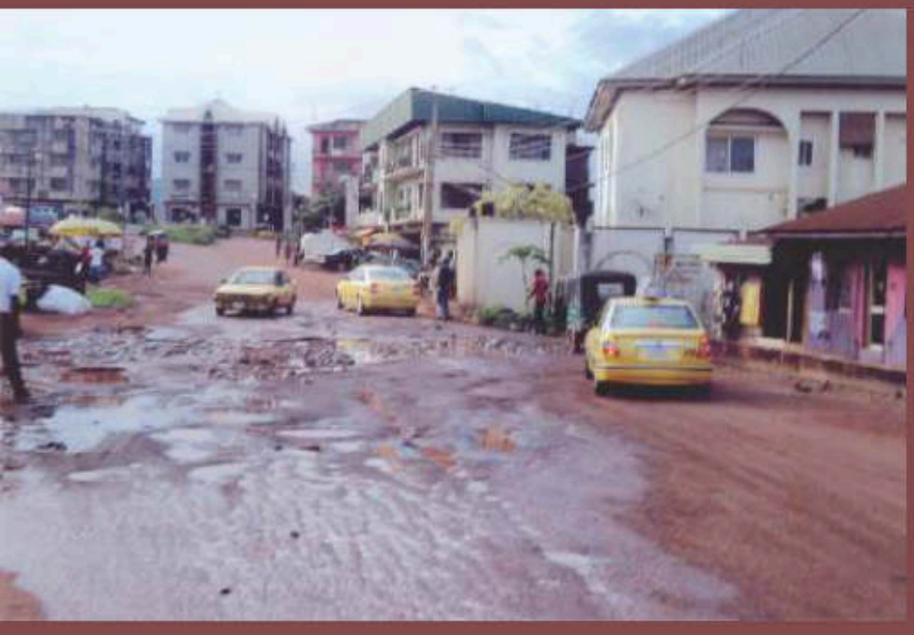




Above, another section of Agbani Road and below, P & T Quarters, Zik Avenue, Uwani, before and after reconstruction

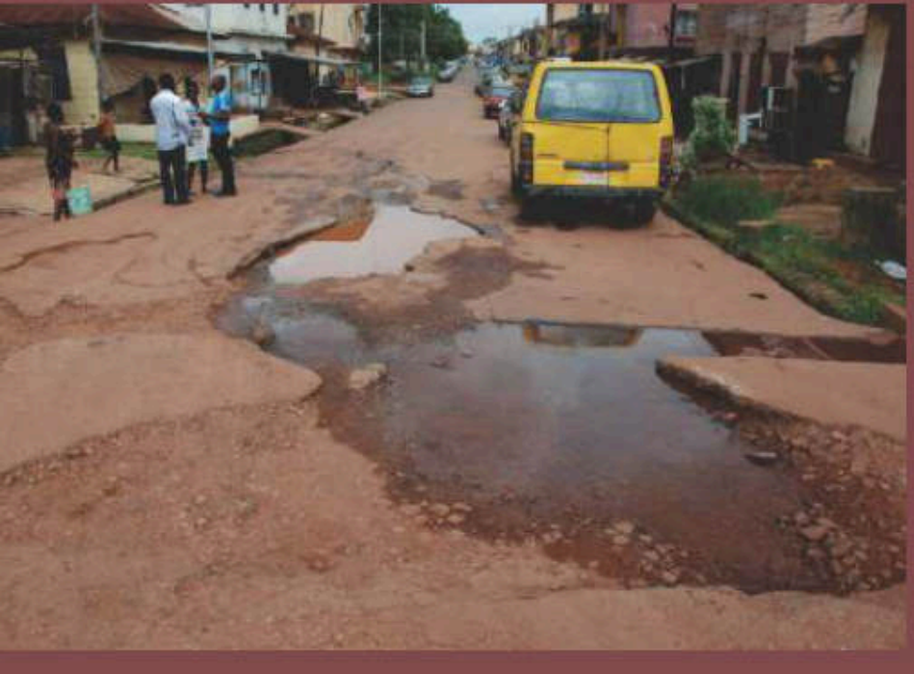


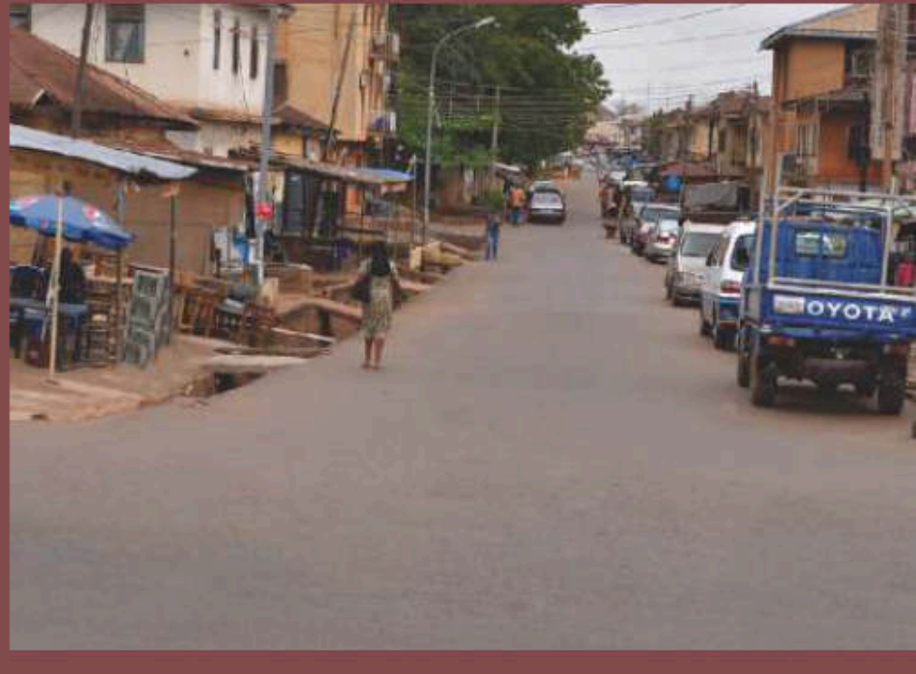


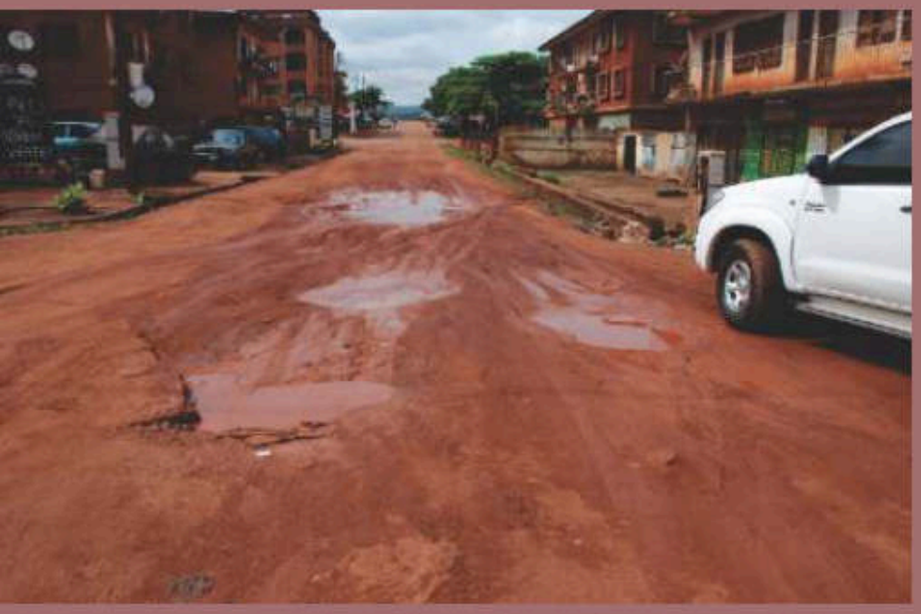




Above, Edinburgh Road and below, another section of Onwudiwe Street, Uwani, before and after reconstruction



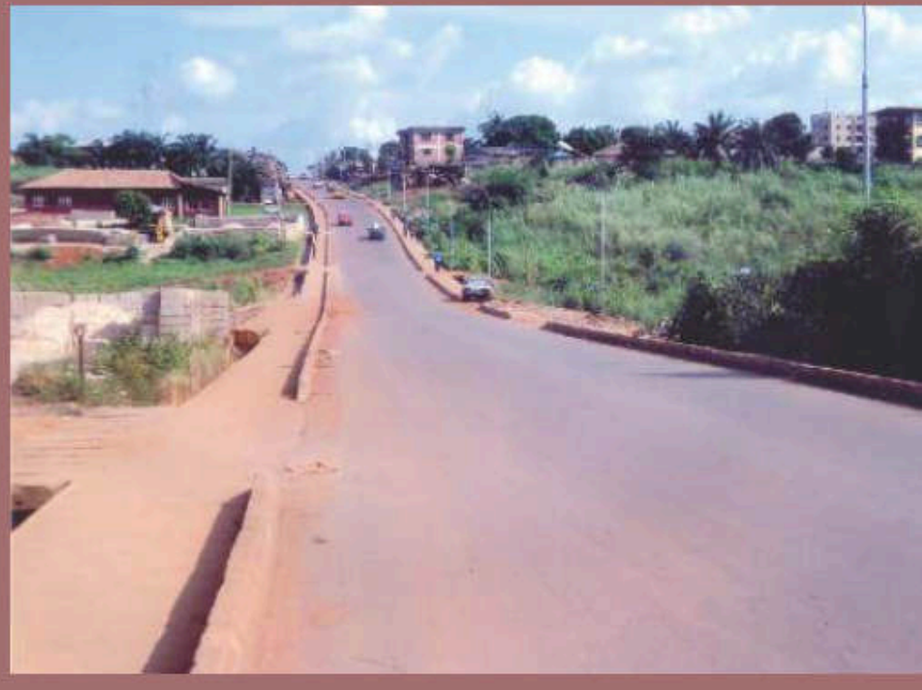






Above, Obioma Street, Achara Layout and below, Amechi Road, Awkunanaw, before and after reconstruction









Above: Agbani Road before and after reconstruction and dualisation. Below: Churchill Street, Ogui, during and after reconstruction





improve the lives of the people; I see an Enugu State where healthcare, quality education, politics of succession, were not sufficiently clear to the doubters.

Aware of this, and conscious of the fact that a lion does not assume the manners of a dove, he mounted an earnest campaign armed with his 4-Point Agenda, to explain his mission in government. The final push to the Lion Building, the seat of government in Enugu State, saw his campaign train traversing all the 17 local governments of the state, making whistle-stops in almost all the towns within the council areas. While campaigning, he made promises of running an all-inclusive government and building enduring institutions that would ensure that the people were involved in governance. "When I was campaigning, I kept telling the people that the legacy I want to leave behind was the system, not necessarily the physical infrastructure. I love the system more because it ensures that people are involved in governance. Besides, it helped put us in check", he said. Therefore, an honest assessment of the Sullivan Chime administration must begin with a look at how far the administration was able to implement the promises he made to the Enugu electorate. These promises as contained in the 4-point agenda are as follows:

1. PHYSICAL INFRASTRUCTURE:

(This comprises roads, housing, water and electricity).

ROADS

The key thrusts of the Sullivan Chime administration in the area of road construction and reconstruction were as follows:

a Massive urban re-development and modernization programme; re-designing and re-construction of major roads in Enugu and Nsukka urban centres, complete with lighting.

b Extensive rural feeder road development in a way that will make every community in Enugu accessible by motor transport all year round.

c Restructuring of Ministry of Works and Infrastructure for greater efficiency. Establishment of Enugu State Road Maintenance Agency to give proper focus to urban road maintenance as well as to serve as a fulcrum for direct labour projects and partnerships with neighbourhood associations.

d Some of the urban roads for immediate attention were: Airport Road, Ogui Road, Okpara Avenue, Abakiliki Road, Zik's Avenue, Nkpokiti-UNEC Road, Agbani Road,

Presidential Road, Market Road and Kenyatta Road.

HOUSING

The key thrusts of the Sullivan Chime administration in the area of housing were to:

a Fully monetize government houses to public servants on owner-occupier basis.

b Develop new middle and low-income houses with a target of 500 units a year, in partnership with the Federal Mortgage Bank under the National Housing Fund Scheme (NHF), for sale to public servants and other contributors to the NHF.

c Create new estates and satellite towns with full site and services for sale to members of the public.

d Finalize ongoing work on existing estates; i.e. completion of Loma Linda Estate and provision of required infrastructure in Golf Estate, Michael Okpara Gardens, Zoo Layout, Obukpa Layout and Akanu Ibiam/RCC Estate.

e Support urban planning and master plan development to guide patterns of growth of emerging semi-urban and satellite townships - 9th Mile, Agbani, Ozalla, Obolla Afor, etc.

WATER

The key thrusts of the Sullivan Chime administration in the area of water were as follows:

a **Urban**: Provision of piped water in every building by 2010 through mid/long term concessions, involving the private sector in management and mobilizing investment for water infrastructure.

b **Rural**: To ensure that all communities have functional water schemes by 2011, with active participation of the communities, Local Government Areas and aid agencies - WaterAid, UNICEF, DfID and World Bank.

c To transfer management of all rural schemes to the communities with technical support and financial intervention by the State government, through RUWASSA.

d To sustain current World Bank-assisted water sector reforms in Enugu, Nsukka and other urban centres, through counterpart funding and structural changes to the Water Corporation, PSPs, etc.

ELECTRICITY

The key thrusts of the Sullivan Chime administration in the area of electricity

were as follows:

a To target 100 percent electrification of all communities by 2011.
b To improve the quality of electricity supply in places already covered through the provision of transformers and other necessary infrastructure.
c To mobilize private sector investment for the establishment of an independent power plant in Enugu.
d To work with the Federal Government to ensure speedy privatization/re-activation of Oji Power Station and the coal mines in Enugu State.
e To encourage the use of solar energy as alternative source of power.

2. ECONOMIC EXPANSION AND EMPLOYMENT

The economic programmes outlined under this agenda were aimed at creating employment in the state. The programmes are industrial development, agricultural development and tourism.

INDUSTRIAL DEVELOPMENT

Key thrusts:

a To designate industrial estates for medium and small-scale industries, and provide full site and services in Ozalla, 9th Mile, Obollo Afor, Oji River, etc.
b To support growth through technical assistance by the Enugu SME Centre, micro-credit schemes, and encouragement of establishment of cooperative societies and clusters.
c To reactivate all state-owned industries with private sector partners/investors - Sunrise Flour Mills, Nigergas, AVOP Nachi, Alum Factory, Ohebedim, Ikenga Hotels, Enugu and Nsukka.
d To formalize the structure and operations of Enugu State Industrial Parks Development Company Limited, to effectively develop the market and manage the industrial estates.
e To mount aggressive local and international campaigns to attract major manufacturing businesses to Enugu State.
f To strive to attract credible investors for Greenfield projects like the Enugu Cement Plant.
g To fund the provision of basic infrastructure such as roads, and construction of a police station at the Enugu International Market at 9th Mile.

AGRICULTURAL DEVELOPMENT

Key thrusts:

a To pursue with vigor, 100 percent rehabilitation of Adarice, to rehabilitate dam and irrigation facilities, as well as introduce modern rice mills, under private sector management with community participation.

b To reactivate and launch Agro-input Service Centres in all LGAs; set up nurseries in different locations with LGA funding (palm oil, cashew, cassava etc.).

c To acquire, multiply and distribute improved farm seedlings and inputs (seed multiplication, nursery, hatchery).

d To give financial and technical support to commercial livestock farmers to expand from medium to large scale business.

e To further develop existing farms at Obeleagu, Amagunze, Adada, Opando, Ehamufu, Neke; to provide access roads and parcelation.

f To strengthen the agricultural extension function of the ENADEP and Ministry of Agriculture.

g To encourage establishment of school farms in all boarding schools in the state.

h To reposition the Forestry Commission to focus more on tree planting, and discourage cutting of trees.

i To increase the share of Enugu State in uptake of soft loans.

TOURISM DEVELOPMENT

Key thrusts:

a To roll out and market the International Conference Centre, to ensure regular hosting of major events.

b To create an enabling environment for tourists through improvement of security and physical infrastructure, under the Enugu Modernization Project.

c To work closely with hotel owners/operators and other stakeholders in the leisure and entertainment sector, to increase the quality of tourism-related services in Enugu.

d To develop other tourism-related facilities such as theme parks, in partnership with the private sector.

e To promote the Enugu Mmanwu Festival as a major regional cultural event.

f To intensify the lobby for the upgrade of the Enugu Airport to international status;

consider taking up the building of runways and other infrastructure expansion at the airport, as a way of encouraging the Federal Government.

3. RURAL DEVELOPMENT

Key thrusts:

a Opening up of rural access/feeder roads in all communities.
b Completion of at least one community-based project in every rural community in conjunction with CDCC by 2010.
c **Rural industry:** to encourage existing local industry and provide incentive for siting of industries in rural areas.
d To expand the rural electrification scheme to achieve 100% coverage by 2011.
e To improve the number and effectiveness of PHC facilities in rural areas.
f To improve the quality of basic education facilities in rural areas.

4. SERVICE DELIVERY AND GOOD GOVERNANCE: HEALTHCARE

Key thrusts:

a To target free medical care for pregnant women and children under five.
b To increase access to medicare; target 100 percent rehabilitation of all Primary Healthcare Centres (PHC); and, build at least one PHC per autonomous community.
c To ensure full medical insurance cover for civil servants.
d To sustain on-going efforts in the sector in partnership with DfID and the World Bank, including special focus on human capacity building and performance monitoring.
e To sustain equipment supply and manpower development at Park Lane/ESUT Medical School.
f To continue to refine the system of joint funding of PHC facilities with Local Government Councils.

EDUCATION

Key thrusts:

a To fund the State Scholarship Scheme in partnership with local governments, in order to provide scholarships to talented but indigent students.

b To strengthen education inspectorate functions of the Ministry of Education, to improve quality of primary and secondary education.
c To sustain on-going efforts in the sector, including rehabilitation of all primary schools and secondary schools in the state.
d To ensure compulsory/free education under the UBE programme, plus school meals, with a view to increasing primary and secondary school enrolment.
e To continue to support and increase the autonomy of the Enugu State University of Technology (ESUT), Institute of Management and Technology (IMT), and College of Technical Education.

SECURITY, LAW AND ORDER

Key thrusts:

a To sustain support to the Enugu State Police Command.
b To initiate urban street lighting projects (including solar powered systems) aimed at enhancing security, and increasing business hours.
c To accelerate speed of criminal investigations, review of case files and trials in our courts, aimed at ensuring quick administration of justice and prison decongestion.
d To enhance extra-judicial settlements, and generally enhance access to justice.
e To launch media awareness campaigns aimed at strengthening security perception of Enugu State and publicize gains of the fight against crime.
f To enhance neighbourhood watch and community policing.

EMPOWERING CIVIL SERVANTS

Key thrusts:

To ensure full monetization of government houses to public servants, and establishment of new housing schemes in partnership with the National Housing Fund (NHF). Specifically, the key thrusts include the following:

a To ensure full implementation of the new pension scheme, and floating of a bond to meet outstanding pension liabilities by 2010.
b To ensure full health insurance cover for public servants.
c To initiate urban mass transit service for public servants, to be operated or managed by the Civil Service Union.

d To improve the welfare package for civil servants, including guaranteeing car loans for top-level officers from level 10 and above.
e To sustain on-ongoing renovation and improvement of office environment and provision of work tools/office equipment.
f Funding of relevant training for civil servants.
g To ensure merit-based promotion of civil servants as and when due.

GOOD GOVERNANCE

Key thrusts:

a To create an effective, service-driven, accountable and transparent public service that will really be a provider of service to members of the public.
b To sustain on-going governance reform efforts in partnership with development partners, especially the DfID and the World Bank.
c To sustain support to the Public Service Improvement Bureau for the improvement of public service institutions and service delivery.
d To encourage service and accountability: 'The public service must provide services to the people of the state; and every public servant, including political office holders, must be accountable to the people for the services for which he has been employed to render'.

CITIZENS' INCLUSION AND PARTICIPATION

Key thrusts:

a To institute inclusion programmes for elderly statesmen; to establish an Elders' Council and hold regular breakfast consultations with members.
b To refine and formalize the roles of traditional rulers in governance, especially in grassroots development, mobilization, security and justice delivery.
c To institute micro-credit and special welfare packages to women groups, cooperatives and widows.
d To initiate youth empowerment and development schemes; employment, sports development, entrepreneurial development and micro-credits.
e To sustain on-going communication and transparency programmes of the government - audience participatory radio and television programmes, regular stakeholder consultation meetings etc.

- To sustain on-going efforts to increase involvement and partnership of Civil Society Organizations (NGOs) and professional bodies in government processes - consultations, policy development, budgeting, expenditure monitoring and project execution.

CHAPTER FIVE

"If your actions inspire others to dream more, learn more, do more and become more, you are a leader."

- John Quincy Adams



Drone camera view of Akwata area of Agbani Road after dualisation



"Some people erroneously believed our infrastructural development agenda was restricted to Enugu metropolis and that it was just a show. It is not true. Enugu used to be a very beautiful Nigerian city. But I can tell you now that people are excited with the new Enugu we have created."

Infrastructural Revolution

Infrastructure and related services are many and diverse in form, and these have always been with humanity. Human societies have always leveraged infrastructure to transform their environment and meet other developmental goals. According to *The American Heritage Dictionary of the English Language*, "the term infrastructure has been used since 1927", but it gained currency in the 1980s and 1990s when it entered the lexicon of the institutions of the United Nations, and other multilateral development organizations. But generally, as the dictionary puts it, "the term infrastructure collectively refers to roads, bridges, tunnels, airports, railways, irrigation networks, water purification, oil and gas pipelines, power plants, telephone exchanges, housing and other similar public works".

There is a nexus between infrastructure and economic growth. It has been argued that infrastructure shrinks space; it enlarges markets, and in urban areas, it can contribute to the effectiveness of labour and enhance the movement of goods and services. Prosperity and success of various human societies throughout history have depended on their infrastructural services. Around the world and across centuries, bridges, highways and ports have been built to facilitate the pace of human progress. In fact, financing infrastructure for development could be said to be the main and only business of the World Bank.

The Sullivan Chime administration in Enugu State, southeastern Nigeria, realized quite early the enormous importance of infrastructure to the economic growth of the state, hence its decision to make it one of its four-point development agenda. The zeal, passion and dedication with which the administration pursued the provision of infrastructure are akin to what applies in a revolution. This mindset was perhaps informed by the initial skepticism with which the

citizenry viewed his government's efforts. "Some people erroneously believed our infrastructural development agenda was restricted to Enugu metropolis and that it was just a show. It is not true. Enugu used to be a very beautiful Nigerian city. But I can tell you now that people are excited with the new Enugu we have created", Sullivan counters. His administration, believing that government is a continuum, laid emphasis on urban road construction, rural access roads and housing.

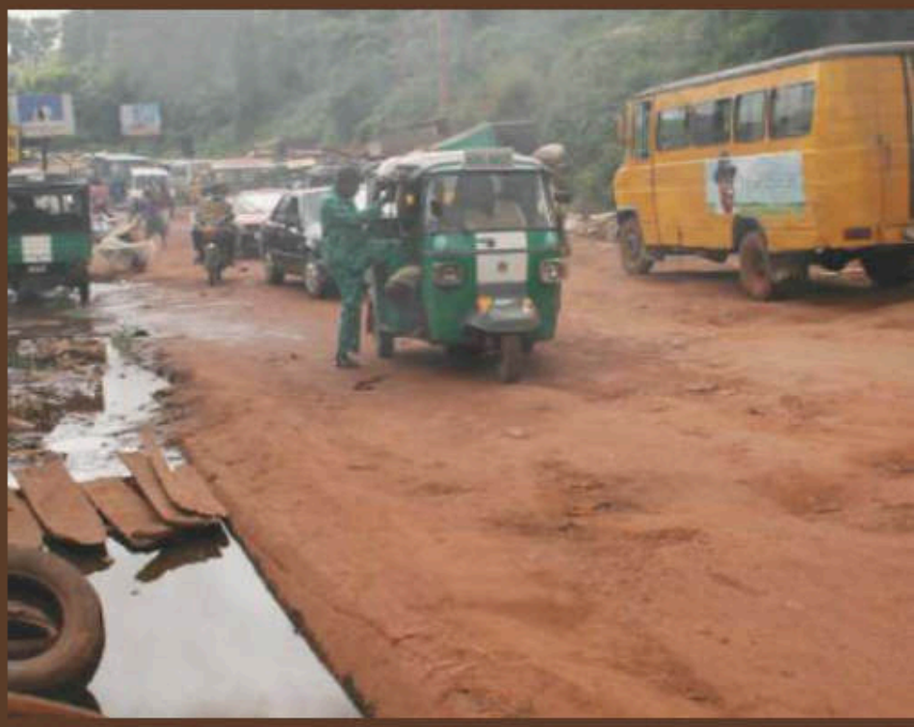
ROADS AND PUBLIC BUILDINGS

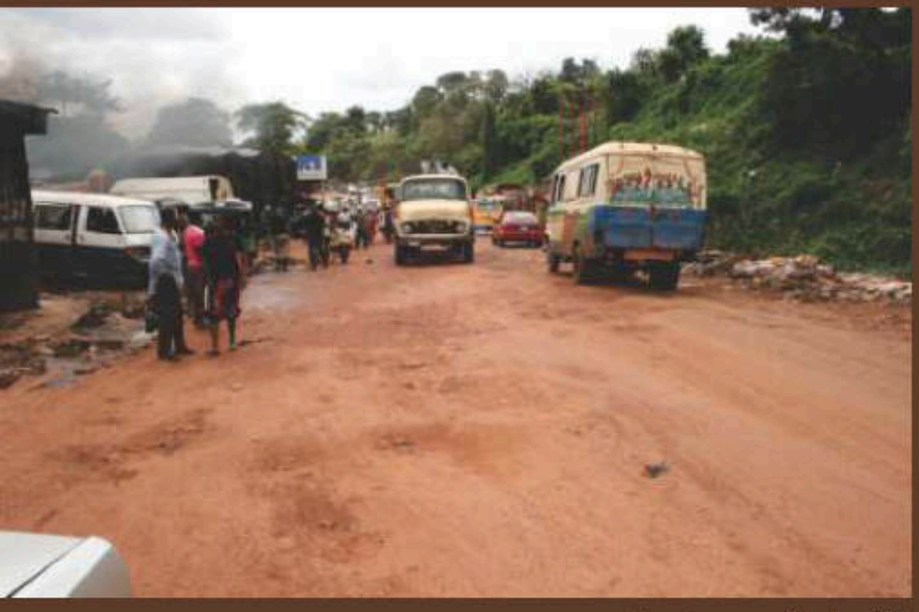
The Enugu urban renewal was an emotional task for Governor Chime. This was for obvious reasons; he was born and raised in Enugu city, and so he witnessed the best and worst times of the city. "Growing up, I saw a well-planned Enugu; a city that worked. Zik Avenue, a major boulevard in the business district and many other streets in Enugu had functional streetlights. We had a functional transportation system, a rudimentary bus system and taxi services. Many of those early taxis were British-made Morris Minors. The roads were passable, and every part of the city was accessible", Sullivan said. But in his adulthood, he said he "saw most of these things disappearing and Enugu deteriorating. I was deeply pained by the deterioration of the once beautiful and enlightened city – the jewel of Eastern Nigeria – into a dilapidated, unsanitary and unsafe city. All I tried to do, as governor was to bring Enugu back to what it used to be". This desire, he said, "was one of the main reasons that drove my government".

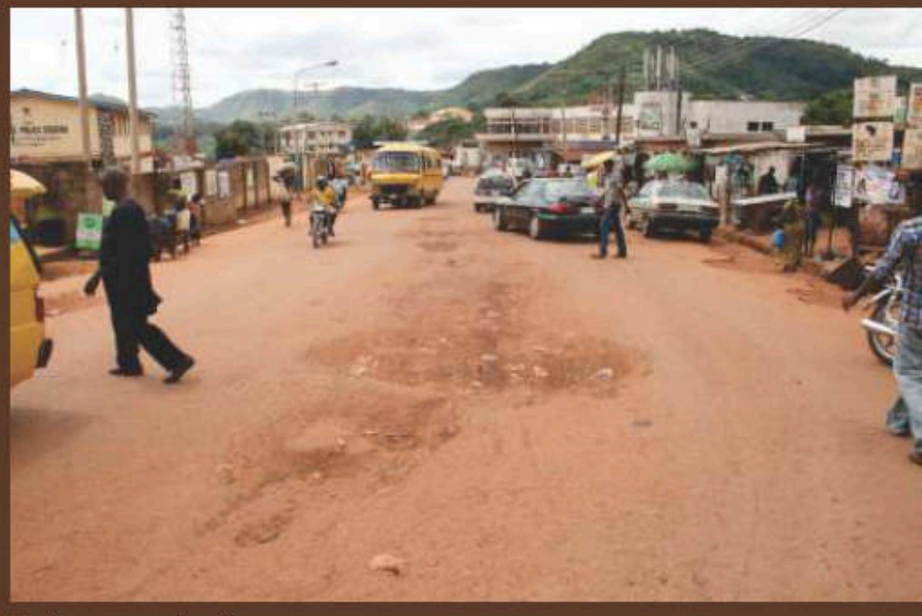
Following years of neglect by previous administrations, Enugu State, especially the city of Enugu, was reduced to a battered reflection of its once glorious self. As at the time Sullivan became governor of Enugu State, the squalor and rot in the state was ineffable, just too terrible to be accurately captured in words. There was complete dilapidation of the entire road infrastructure in the state. Throughout the state, all the roads were in disrepair and full of potholes. It was virtually impossible to move from one local government to another on a good road, because inter-local government and rural roads were all broken down.

Most of the roads within the city of Enugu were virtually untarred. Either they had never been tarred, or the asphalt, due to prolonged periods of neglect, got totally washed away. The roads were so bad that, in most parts of the city, cars could not get to their final destinations. Thus, taxi services within the city disappeared. And that of course encouraged the residents to patronize commercial motorcycles with their attendant risks. Without this ingenious means of



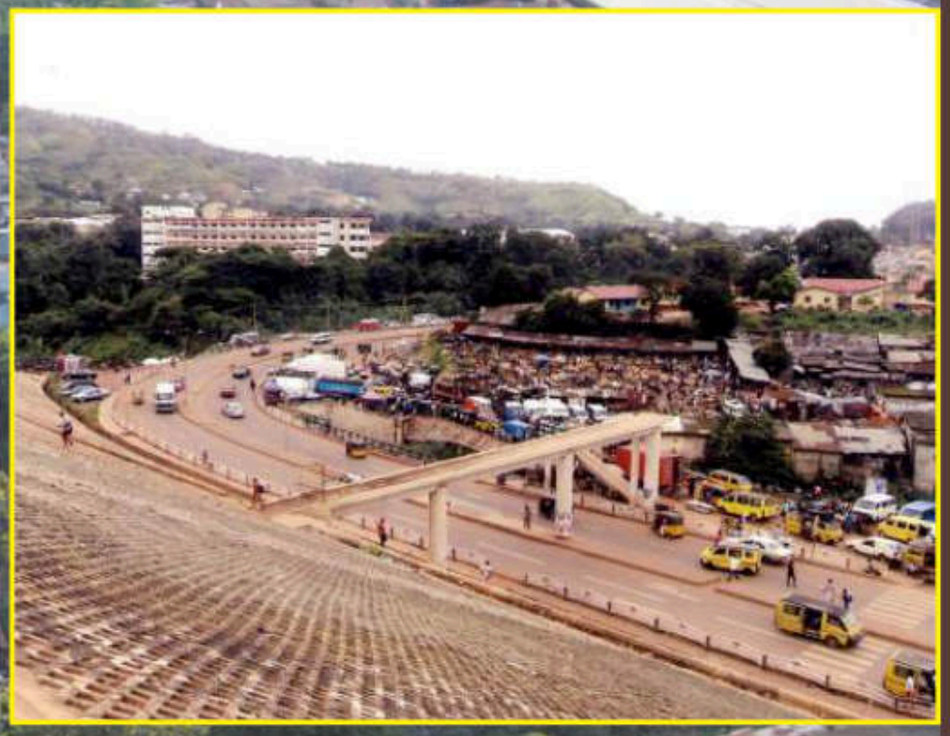






Akwata area of Agbani Road before reconstruction





Reconstructed Akwata area of Agbani Road. Inset: Pedestrian bridge

transportation, getting to your destination became very difficult, almost impossible. In addition, the city was strewn with trash. There were festering, and oozing trash dumps piled up all over the city. Median strips in some major streets like Ogui, O'connor and Agbani Roads were used as dumpsites. For lack of places to dump refuse, people just dumped them along the street.

With this sorry state of affairs, it was therefore not surprising that the Sullivan Chime administration declared a state of emergency on infrastructure. According to Mr. Godwin Okechukwu Madueke, a graduate engineer and Sullivan's Commissioner for Works and Infrastructure, "the state of emergency became imperative because the roads had deteriorated so much". He began his duties as commissioner with the re-organization of the ministry. "I re-assigned duties, resolved conflicts between resident engineers and consultants, increased the number of engineers and consultants, made planning, design and survey units active, introduced pre-construction meetings, peer or group design review, procured vehicles and drivers for project inspection, re-equipped the laboratory, made departments accountable for their mandate and established Enugu State Road Maintenance Agency (ENSROMA)", Madueke said. It was therefore not surprising that in the early days of the administration, the cities of Enugu and Nsukka were like huge construction sites. "On the whole, we completed over 1,159 kilometres of urban and rural roads as well as over seven hundred kilometres of drains." The major problem, he said, was that "roads that were in existence didn't have any drains. For the ones that had drains, they were undersized because of the way they were initially designed ".

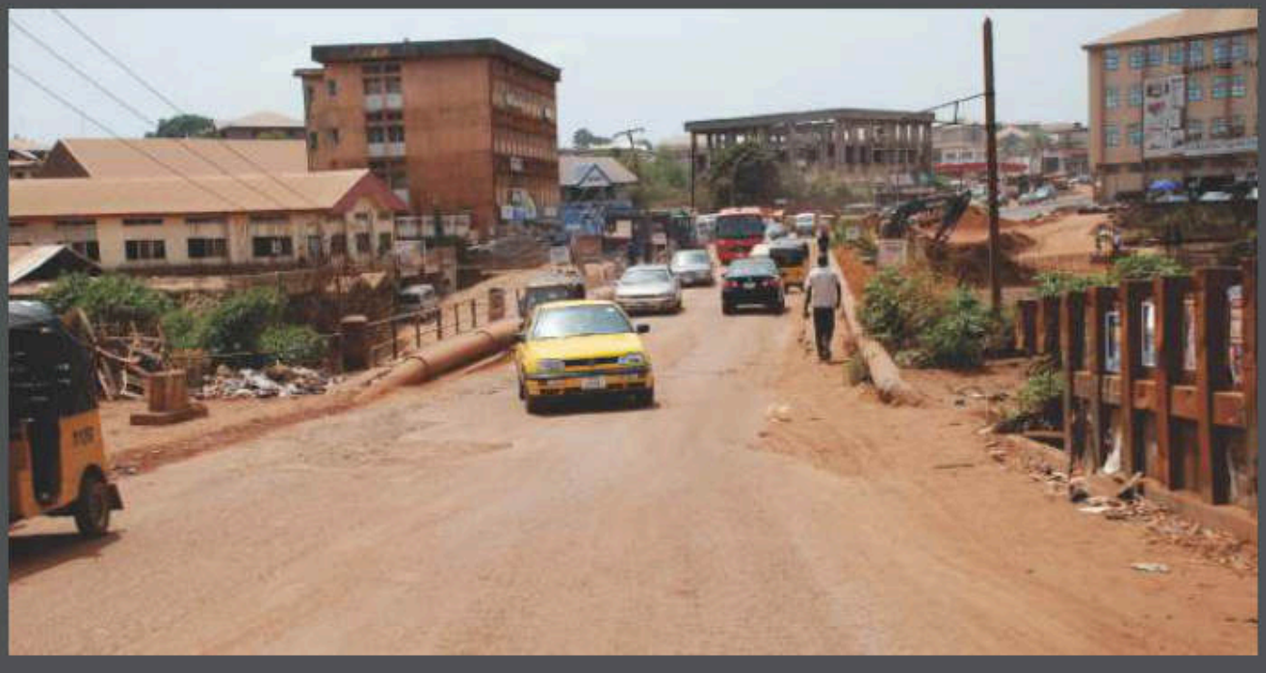
The roads constructed by the Sullivan administration were in three categories; roads constructed by 17 local government councils (232.596 km), roads done by the state government in partnership with the local government councils (299.4 km), and urban and rural roads constructed by state government alone (627 km).

According to Madueke, "most of the roads that we did in urban areas were asphalted from drain to drain, just to make sure that we didn't make provision for potholes to develop."

The transformation of the cityscape was palpably evident after the eight-year tenure of Sullivan; trash-strewn streets had made way for a clean and livable city; potholed, dilapidated



A. Abakaliki Road after reconstruction. B. New Market link Road after reconstruction and dualisation. C. Presidential Road after reconstruction



Above: Zik Avenue old bridge. Below: Drone Camera view of the old and new bridges





Drone camera views of Agbani Road/Zik Avenue intersection after dualisation (top left), Ogui Road/Market Road/Zik Avenue intersection showing Egbuna Roundabout (top right), NTA Road/Aguleri Street intersection, Independence Layout (below left), Ogui Road/Chime Avenue intersection showing Otigba Roundabout (below right)



Drone camera views of newly dualised Abakaliki Road showing the New Haven underpass (top left),
the newly redesigned IBB link Road Flyover showing the newly dualised Abakaliki Road (top right),
Presidential Road extension linking Enugu-Port Harcourt Expressway (below left) and the redesigned Naira Triangle (below right)

roads gave way to restored and asphalted roads that made every nook and cranny of the city accessible; the crime-rife and violence-prone city became safe and crime-free.

A very important component of Chime's infrastructural revolution was his administration's insistence on providing road furniture in every road project. "Road furniture was part of every road design, particularly the dual carriage ones. It was a deliberate plan by the Sullivan Chime administration", Madueke said. Traffic lights, streetlights, road markings and road signs are today glaring parts of road infrastructure in the state. In fact the "Light Up Enugu" project was so successful that it won a couple of awards, one of which was given by Project Light Up. The award recognized Enugu as the city with the highest number of streetlights in Nigeria. A total of 36 streets in Enugu metropolis were installed with streetlights consisting of 1,624 streetlight poles. They are listed as follows: Abakiliki Road - All Saints - Ogui Road junction, Ogui Road junction to Abakpa junction, Abakpa junction to Thinkers Corner, Bissala Road, Ogui Road, Presidential Road – Eastern Shop to Okpara Square, Okpara Square, Rangers Avenue, Tunnel Crossing, Okpara Avenue, NTA Road, New Market Roundabout to NCFC Roundabout, IMT Traffic Light junction, Savage Crescent, ESBS Road, Brown & Brown Road, 4 No. Ramps linking Enugu/Port Harcourt Expressway, Edozie and Robinson Street, Court of Appeal Road, Enugu Airport Road, Rangers-Independence Avenue Roundabout, Government House Complex, Agric. Bank-Okpara Square Road, Fire Service, FRCN/ENTRACO Road, Main Market Road, Agbani Road-Prison Roundabout, Zik Avenue, Savage Crescent (GRA), Trans-Ekulu, Enugu, Ozubulu Street, EFCC Road, Federal Secretariat, WAEC Roundabout across NTA, Agric Bank junction to NICON Building, Independence Layout, Zik Avenue (Coca Cola) Section by Twin Bridge and Old Bridge, Nwosu Terrace to Egbuna Roundabout (Ogui Road), Tunnel, College of Education Technical, Ajalli Road, Mbadiwe Road, Nnobi and Onwudiwe Streets, Centenary Road and New Market-Flyover on Enugu/Onitsha Expressway to Aguabor Interchange.

Assessing the tenure of the Sullivan Chime administration, Mr. Anthony Okolocha, a civil servant, said "the administration performed very well. It changed the physical environment of Enugu city, gave it an ecstatic look and constructed many roads". Not surprisingly, Sullivan received an award from the Nigerian Society of Engineers (NSE) for his outstanding work in infrastructural development. "We tried our best to give our people their money's worth", Sullivan said. Several other states in Nigeria used Enugu as a reference point, by sending their



Udi - Ozalla Road during and after reconstruction



top officials to understudy Enugu State in one area or another. Within the central and business districts of Enugu metropolis, the Sullivan Chime administration dualised a good number of roads, aimed at increasing the tempo of economic activities in these districts. Some of these roads include Zik Avenue, Agbani Road, Bisalla Road, Okpara Square, Presidential Road, Mission Avenue through Akwata-Prison Roundabout, Agric Bank-Umuawulu-Ozubulu-Enugu-Port Harcourt Express, NTA-Achi Street-Vosan Drive-Umu Okoloagu-Ozubulu-FSP Road, Abakaliki Road from Ogui Road Roundabout to Prison Roundabout, Fire Service, Ogui Road from Otigba-Abakaliki by Chris Chemist, Chime Avenue, Savage Crescent, 82 Division, Airport Road, Enugu-Abakaliki and New Market Roundabout to Aguabor Interchange.

Other single-lane roads constructed and asphalted within Enugu metropolis include the following: Mgbemena Street, Mbanugo Street, Asata Mine, Abagana Street, Brodrick Street, Chukwuani Street, Calabar Street, Owa Street, Eke Street, Ogbete Street, Okpatu Street, Arochukwu Street, Ejindu Street and Kano Street. All these roads are located in the Coal Camp, a commercial and densely populated area of the city.

Within Uwani, a residential district that had long suffered neglect, the Sullivan administration constructed a substantial number of roads. These include: Chief Ekwueme Street, Hassan Lane, Cameroun Lane, Ojike Lane, Agunwa Lane, Oghe Lane, Bende Lane, Onubuogu Lane, Fox Lane, Kam Salem Avenue, Agbaja Street, Accra Street, Umuabi Street, Zik Avenue-Chief Ekwueme Link, Affa Street, Akanu Ibiam Street, Uzowulu Avenue, Anyaegbunam Street, Obe-Akwaeze Street, Obioma Street, Aro Street, Onwudiwe Street, Amokwe Street, Mbadiwe Street, Robinson, Oji Street, Ozoanichebe, Nnaji-Ngwo-Eze Street, Boardman Street, Amawbia Street, Ajalli Street, Bede Wright Street, Nnobi Street, Edozie-Kenyatta, Nise Street, Robinson, Isuochi Street, Bishop Anyogu Street, Robinson-Eze-Boardman Link, Nwoga Street, Adazi Street, FGN Okoye Street, Grant Street, Adelabu Street, Awolowo Street and Peter Okoye Street.

In Achara layout, a bustling neighborhood of the city, the administration reconstructed the following roads: Ochi Steet, Umunogo Street, Ufuma Street, Inyi Street, Amagu Street, Amechi Street, Awkunanaw-Etudo-Igbariam, Umunwakum Street, Jonah Agbo Street, Egbo Nnaji Street, Adibe and Amafor Streets, Chiene-Nwosu-Nnamani Streets, Isiagu-Aro Street–Obioma Close, and Ama Street, Obianodo Street, Abalukwu Street, Enugu Agidi, Ochumba Street, Attakwu-Nnengene Street, Chiene Close/Patez Street, Umualor Street, Ekwulobia/Enugu Abor Street and

Ugwuaji Street.

In the highbrow Independence Layout, 20 streets were rehabilitated and asphalted. These include: Alvan Ikoku, Presidential Close, 1st Avenue, 2nd Avenue, 1st and 2nd Avenues Link, Ishielu Street, Nza Street, Iyienu Street, Umuawulu Street, Egbunike Crescent, Azu-Ogbunike Crescent, Ezillo Street, Government House Road, Owerri Ezukala Street, Government House Internal Road, End of Rangers Avenue, Ochima, Nawfija Street, Nkpokiti-Uwani, Legislative Quarters, Isseke Crescent, Nwafor Orizu Close, Dan Ulasi, Isseke Close, Nwoga Street and Igboeze Street.

Emene and Thinker's Corner, the semi industrial parts of the city, also received the attention of the Chime administration in road infrastructure. The roads include: Caritas University Road, Eke-Obinagu to Ekulu Bridge, Ekulu Bridge to Airport Junction, Iji Street, Jideofor Street, Ekpeluchi Avenue, Alor Street, Rehabilitation Centre Road, Owa Street, Old Emene Airport Road, Onyiuke Street, Chief Agana Street, and Church Street.

For years, Abakpa, a densely populated district, remained an eyesore to the Enugu metropolis. Under the Sullivan administration, the sprawling layout, occupied mainly by low-income earners, received a major facelift. The following roads were constructed in the area: Estate Road, Imo River Street, Timber Shed Road, Church Street, Ikem Street, Nkpor Street, Estate Road 11, CBN, Isseke Street, Oruku Street, Convent Avenue, Amesi Street, Akpu Street, Abia Street, Chief Edward Nnaji, Ichida, Umudioka, Agulu and Nike Lake Road.

The following roads were constructed in Trans-Ekulu Layout, an area occupied mainly by middle income earners: Corporation Boulevard, Nome Drive, Emeka Abulu, Zion Street Avenue, Emyson Avenue, Sani Abacha Street, Roads 5 and 6, Road 12, Estate Avenue, Ezike Road, Notivate Street, Ezechime, Ugbo-Odogwu, Obeledu Crescent, Oguejiofor, CBN, Mission Avenue, All Saints to Dhamijah Junction, Amuri Road, MacDaniel Chukwuani Street, Emyson Avenue and Uzuakpunwa.

Awkunanaw, a commercial district, also benefitted from the infrastructural revolution. Roads constructed in this area include: Meniru, Ebony Paint Road, One Day Road, Oliver Agbo, Odudukoko, Notre Dame, Achina, Idodo, Umunya, Umuezeohachi, Ozalla/Achina Link, Ezinifite,



A and B. Bishop Onyeabor Street, GRA during and after rehabilitation. C. Abakaliki road after rehabilitation
D. Independence Avenue (in front of Okpara square) after rehabilitation

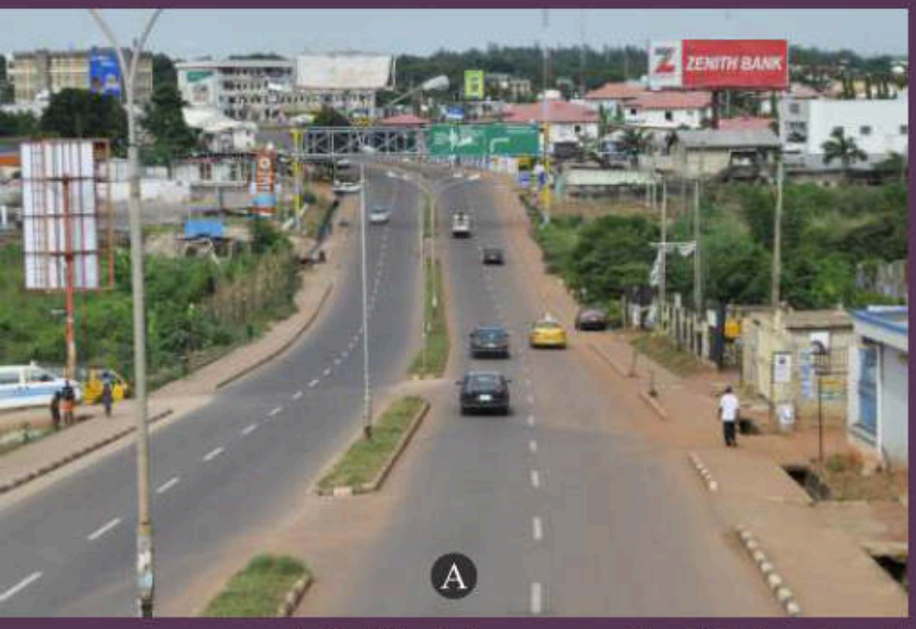
John Igwesi Street, Lower Mount Street, St Andrew Street and Mount Street.

The following roads in Asata/Ogui old districts of the Enugu metropolis were upgraded. These are: Nzekwe Street Extension, Owerri/Denton Roads, Nwafor Orizu-Lagos-Obosi Street, Aniwede Street, Chief Alum, Umunevo and Dasben, Obiagu-Okwuosa Ogui Link Road, Church Road, Richard and Obosi Streets, Onitsha Road, Ebe Lane, Udoji, Onyuike Street, Ani Street, Milton Margi, College Road, Dewhurst, Ogidi Street, Churchill, Oba Street, Moore Avenue and Carr/Udi Extension.

A total of twelve roads were asphalted in Nsukka urban. They are as follows: New Anglican Road, Ofuluonu Road, Aludele Road, Echara Road and Pit, Edem Road, Aku Road to Nguru, Ogurugu-Ikenga, Orba Road, University Catering Rest House Road, Enugu Road Nsukka, Edeoballa and Winners Road.

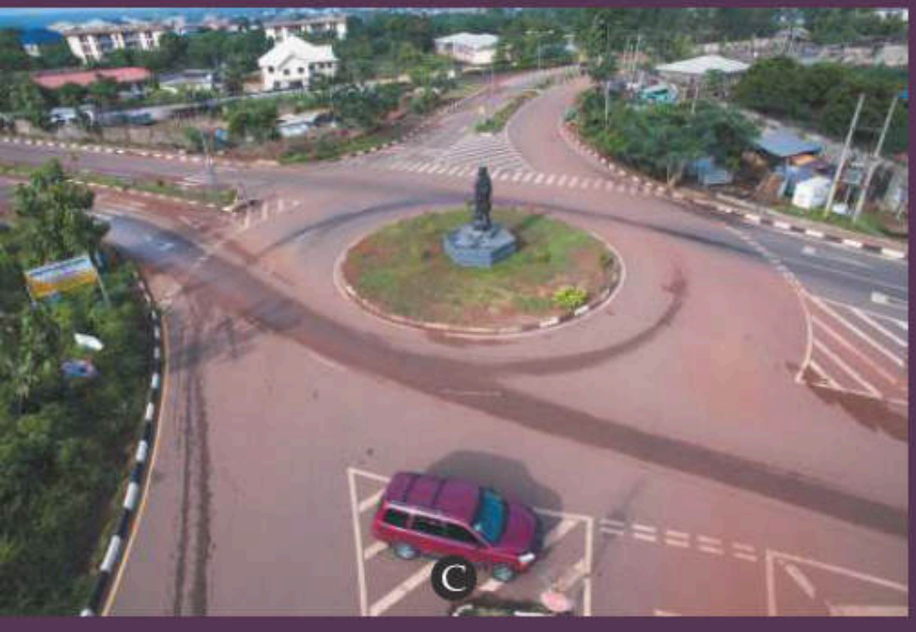
The state government also intervened in road construction in certain designated areas. The sixteen roads completed in designated areas are listed as follows: internal roads at the Institute of Management and Technology, roads in Mechanic Village at Umuatugbuoma Akegbe-Ugwu, 9th Mile internal roads, parking lots at Akanu Ibiam International Airport, Enugu, the access road to Enugu State University of Technology (ESUT) and Abakpa Nike Underpass. The New Park at Ogige Market, Nsukka was also rehabilitated.

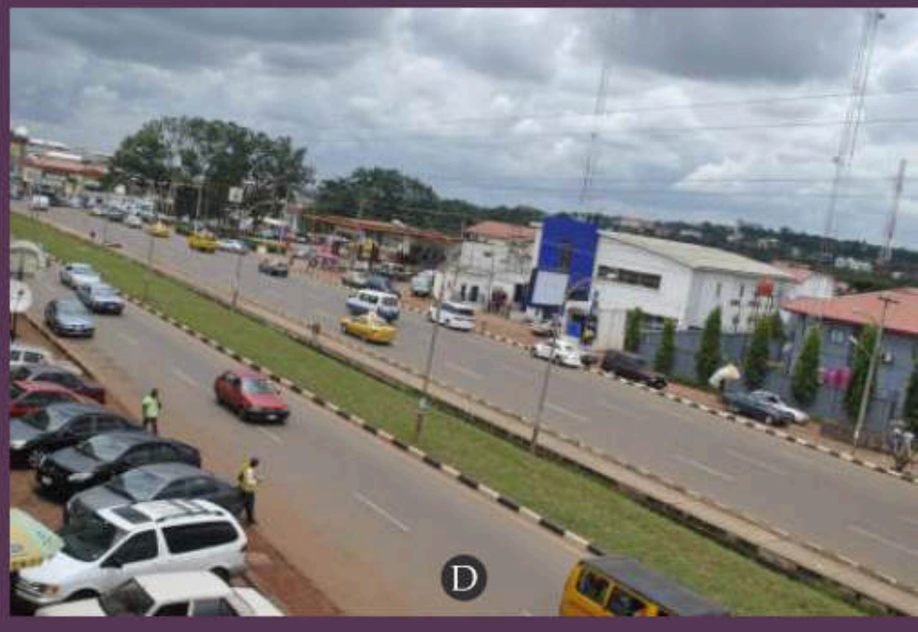
Other road rehabilitation projects include those of the access and internal roads in the Deputy Governor's Lodge, College of Education (Technical), Federal Road Safety Academy, access road to Sunrise Floor Mill, landscaping and paving of the parking lots at 82 Division, Nigerian Army, Abakpa, Liberty Estate internal roads, RCC Estate access road, and CBN Estate internal roads. The state also rehabilitated the following twenty rural roads: 9th Mile-Udi-Oji-Ugwuoba Road (asphalted), Ugwuogo Nike-Neke-Ikem Road (asphalted), Amechi-Obeagu-Amodu-Umueze (asphalted), Nkwo-Nike-Ugwuoba-Ekwegbe-Agu-Opi junction completed, 9th Mile-Oghe-Iwollo-Olo-Amagu-Umulokpa Road (asphalted), Duu River Bridge on Umulokpa Road (completed), Nara-Isiogbo Road (asphalted), Nsukka-Ogrute-Aji-Ette Road (asphalted), Amaetiti-Achi-Umuagu-Inyi-Awlaw-Isuochi-Ajirija Road (asphalted), Udi Bypass, Akpasha-Ozalla-Ihe-Nenwe-Mgbowo-Awgu-Attakwu (asphalted), Udi-Ozalla Road (completed), Eke-Ebe-Affa-Akpakume-Nze-Nkpologu-Aku Road (asphalted), Eziabalu-





A. Ogui Road after reconstruction. B. Independence Avenue - Rangers Avenue Roundabout after reconstruction
C. Presidential Road Extension and Ozubulu Street intersection after construction. D. Chime Avenue after reconstruction







The new Ugwogo Nike- Opi Road during and after construction





Ugwogo Nike - Opi Road.
Inset: Bust of Sullivan commissioned by the appreciative indigenes of Ugwogo Nike at the Ikem Road intersection of the road.

Agbudu-Afia Mmanya Road (completed), Nguru-Edeoballa-Ehalumona Road (asphalted), Ogrute-Ugbaike-Obollo Afor Road (asphalted), St. Mary's Church Road, Udi (asphalted), Inyi-Akpugoeze-Anambra Border (asphalted), Umuaga (asphalted) and Umuabi (asphalted).

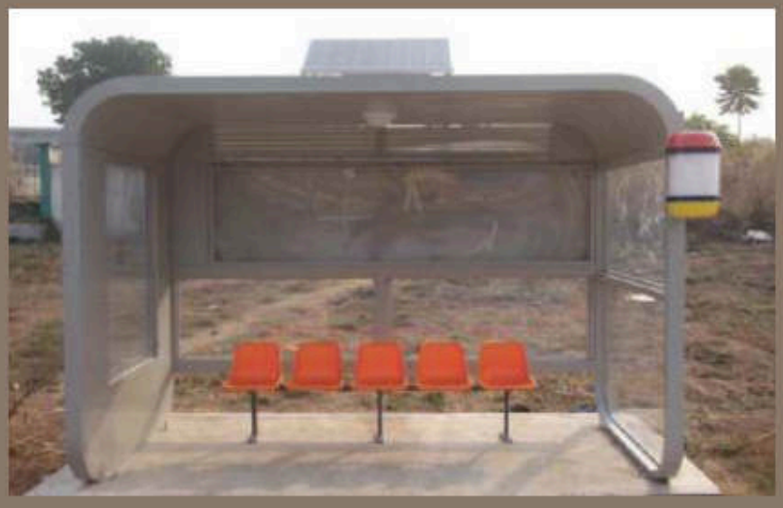
The road construction and rehabilitation in Enugu and Nsukka by the Sullivan Chime administration invariably involved the building of a number of bridges. Akwata, a hilly and rocky area of the city, has one of such bridges. The rehabilitation and dualisation of Agbani Road necessitated the construction of a twin bridge at Akwata. Considering the topography of Akwata, what the government did there seemed impossible. Anyone that knows Enugu metropolis and what Akwata looked like will be amazed at the engineering feat achieved there. "The design of the bridge was very complex. Earlier attempts by previous administrations to construct a bridge at Akwata ended in collapse. A lot of people couldn't believe what we did in Akwata", said Madueke who, as the Commissioner for Works, supervised the road projects. The construction of a dual carriageway at Akwata required a lot of cutting and filling of the hills. It was planned in a way that it would work for the market people, the pedestrians and the vehicle users. At its completion, it was fitted with streetlights and a pedestrian zebra crossing. Other bridges constructed by the Chime administration in the city of Enugu are the bridges on Zik Avenue and Nyama. The popular Naira Triangle interchange was redesigned, and an underpass was built along the newly dualised Abakaliki Road, to ease the perennial traffic jam in that area. The construction of Ugwogo Nike-Opi-Nsukka roads was also another civil engineering feat achieved by the Sullivan administration, given the rocky terrain of the area.

The zeal to construct and rehabilitate as many roads as possible, threw up unintended challenges. "We took on many roads at the same time, and the Ministry of Works and Infrastructure was faced with lack of adequate technical staff to supervise contractors and inspect sites," Madueke said. To solve this challenge, the State Executive Council gave approval to the ministry to hire some engineers, train and equip them with relevant tools and give them vehicles. As part of its policy of inclusiveness, the administration introduced pre-construction meetings as part of its project management process. "It was something new that we introduced. After design, procurement process and award of any road contract, we usually have a pre-construction meeting", Madueke said. The purpose of the meetings, he said, was to fine-tune rules of engagement, define roles and manage expectations. The meetings involved officials of the Ministry of Works and Infrastructure, consultants, community leaders, contractors and

civil societies. According to Madueke, pre-construction meetings were peculiar to the administration and it helped to achieve value for money, minimized impact on environment, and gave communities a sense of partnership in project execution. Indigenous contractors were given a fair chance in the procurement process, but according to Madueke, most of them failed to meet expectations. "We had a challenge with indigenous contractors. Some tried but most of them failed," he said. Some of Governor Sullivan Chime's critics accused him of favoring foreign contractors, especially Arab Contractors. "Many of these critics are used to corrupt dealings in government contracts. They tried to compromise the process in the Sullivan Chime administration and failed. Thus, they resorted to blackmail", said Madueke, adding, "contracts were subject to public bids". The Arab Contractors, an Egyptian government-owned company, won contracts in the Sullivan Chime administration in Enugu through public bidding. Construction of O'Connor Street in Asata District was the first major road contract the company executed.

According to Madueke, "we found out that they are good contractors who are honest and have good reputation. Once the Enugu State government engaged them, they proved themselves. Neither the Governor nor any member of his government had any personal relationship with the contractor. The roads they built are testimonies of their capacity and professionalism".

The Sullivan administration in its bid to make the urban roads fully functional also procured and installed across the Enugu metropolis, 258 units of solar powered bus shelters from South Korea. One of the most ambitious and futuristic projects embarked on by the administration was the massive and multi-purpose State Secretariat. Before now, government offices were scattered around Enugu metropolis, and even the existing secretariat was old and dilapidated. Built by the colonial masters, the old secretariat had become defaced over time and was no longer fit for use. In fulfillment of its campaign promise to provide an enabling environment for civil servants, the Sullivan Chime administration took the bold decision to build a new secretariat. The idea was to build a one-stop shop for all government services, and make it easier for companies to obtain approvals and permits faster. However, the good intention of the government met opposition from labour unions, critics and civil societies. They argued that some of these old structures built in 1928, or earlier, had become part of the cultural and architectural heritage of the state, and therefore should be preserved. However, the Sullivan administration thought differently. According to Maduaeke. "Many things were considered.





Solar-powered bus shelters erected within Enugu metropolis











Night scenes,
testimony of the
Light-up Enugu Project

For one, these buildings were no longer functional, and some posed a danger to lives. People may ask why we didn't build on a fresh location? What of cost of transportation and re-location? The likelihood of the old place becoming a hideout for criminals was there," he said. To assuage the critics, government decided to preserve some of the old buildings "to tell the story of Enugu State". The rest of the old structures were demolished to give way to modernity. Comprising four different but connected complexes, the new Secretariat was designed by Mr. Nnabuike Ofordile, an Enugu native and an accomplished architect. As the construction progressed, it became clear that there was need to link the buildings. Apart from structural modification, delivery time was a major challenge. "We wanted to complete the building before the exit of the Sullivan Chime administration. We had just 24 months to go. It was too ambitious, but we worked day and night. Even with the challenge of rains, we succeeded in delivering the job," Madueke said. The furniture for all the complexes was also procured before the exit of the administration. An interesting and fulfilling aspect of the construction of the new secretariat, according to Sullivan, was that the funding was entirely sourced from the state's internally generated revenue.

Another important public building project executed by the administration was the construction of a new Lion Building, the administrative office of the governor. Comprising a four-storey building with a basement, the new Lion Building replaced the old one which was a bungalow, built in the 1970s. Other public works executed by the administration include a presidential guest house, eight other guest houses within the Coal City Gardens housing scheme, and the Governor's Lodge in Abuja, the nation's capital. It also built a heliport and two administrative blocks for the Nigeria Police Force in Enugu. The state also built a diagnostic centre, which was undergoing finishing touches, with the equipment procured and delivered at the time of Sullivan's exit from office.

HOUSING DELIVERY

Shelter is one of the basic human needs. To many people housing simply means shelter, but to others, particularly in developing countries, it means more as it serves as one of the best indicators of people's standard of living, or their status in the society. A 2007 study puts the housing stock in Nigeria at 23 per 1000 inhabitants and a deficit of 15 million houses. It was estimated that ₦12 trillion would be required to finance the deficit. The Sullivan Chime administration recognized this deficit in housing stock and took steps to make housing delivery part of its development agenda.



The old main office block of the Ministry of Works



The old dilapidated prefabricated annex offices of the Ministry of Works



The old Ministry of Finance office block



The new Secretariat Building under construction



The new Secretariat Building under construction



Drone camera view
of the new
Secretariat complex





Dedication of the new Secretariat complex by the Catholic Bishop of Enugu, the Most Reverend C. V. C. Onaga



A section of the new Secretariat complex



Another section of the new Secretariat complex





Sections of the new Secretariat complex. Above: The overhead pedestrian link. Below: Covered walk-way linking the different blocks within the complex



The old Governor's office (Lion) Building





The new Governor's office under construction



Front view
of the new
Governor's Office
(Lion) Building





Dedication of the new Governor's office by Rt. Reverend Monsignor Obiora Ike



Rear view of the new Governor's office (Lion) Building



The new Governor's conference room



The new Executive Council Chambers



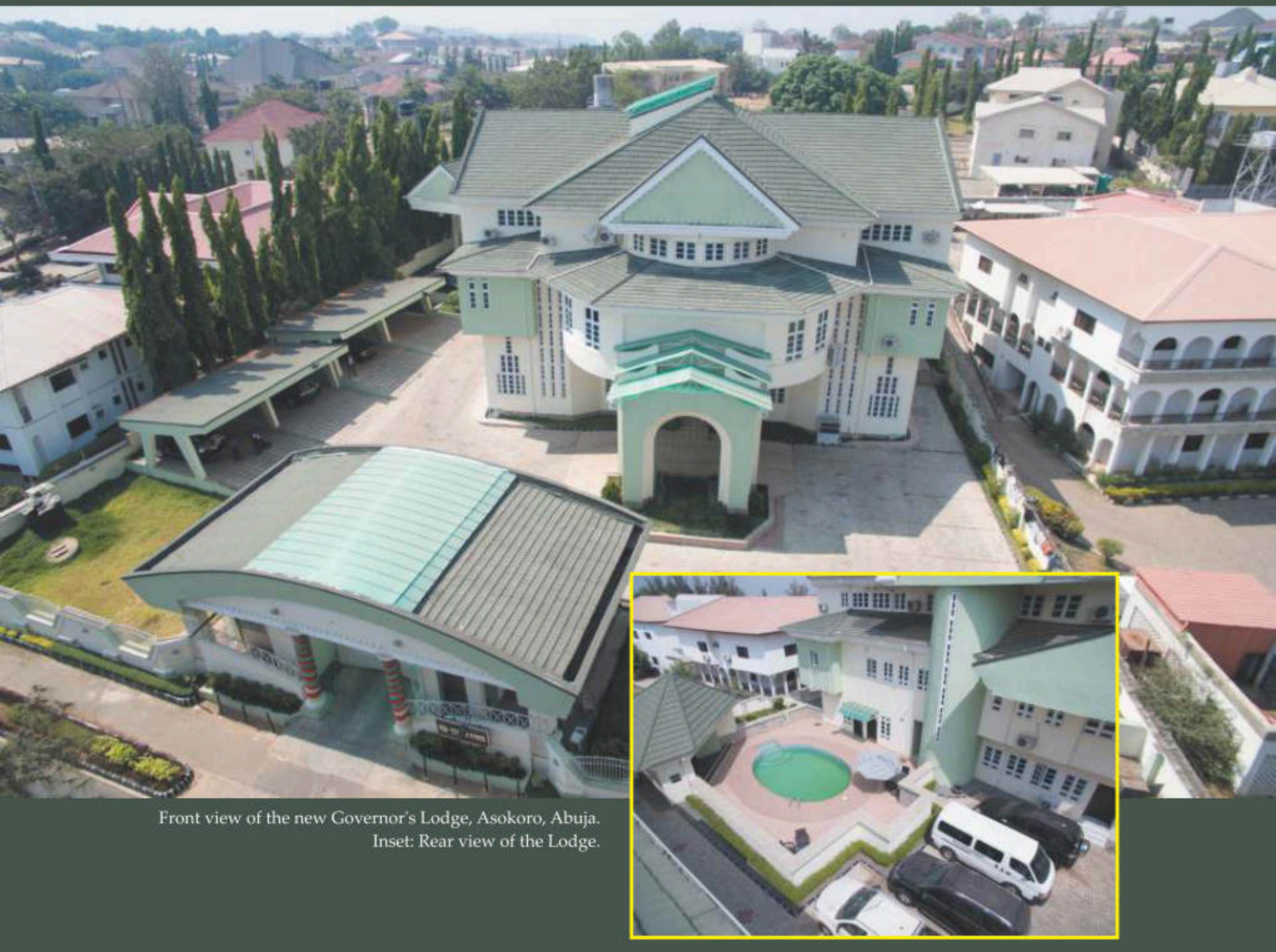


Sullivan with his successor, Ifeanyi Ugwuanyi and other guests in the new Governor's office after the dedication of the office. Inset: Courtyard within the office building.





The Governor's Lodge, Enugu, after remodeling. Inset: The new office building within the Governor's Lodge complex.



Front view of the new Governor's Lodge, Asokoro, Abuja.
Inset: Rear view of the Lodge.

At the inception of the administration, there were only 19 housing estates in Enugu State and the housing needs in the state, especially in the city of Enugu, were dire. At the end of his administration, the state had 43 housing estates. Sullivan's administration, through the Enugu State Housing Corporation built a total of 24 housing estates.

In most of the estates, the government provided sites and services, like roads, drainages, streetlights, walkways, electricity, water, etc. In some it did mass housing for low-income earners, middle income and then, high-income earners. Estates like the Coal City Gardens, Liberty Estate (Phases 1 & 2) are for high income earners while Greenland Estates Phases 1, 2 & 3 in Trans-Ekulu area are for middle-income earners. Low-income estates include Maryland Estate with 384 units of 2 and 3-bedroom apartments, with water reticulation and streetlights. The Palm Beach Estate built at Nsukka Town is a middle-income estate of 30 units of three-bedroom bungalows. It is the first government-built estate outside Enugu metropolis since the creation of Enugu State in 1991. The Centenary City was conceptualized to mark 100 years of the coming into being of Enugu city. A private investor who was attracted by the investor-friendly policies of the Sullivan administration handled the project. The Housing Corporation sold about 98% of the units it built before the end of the administration.

Besides subvention from the state government, the housing corporation financed its activities through loans. The first loan of ₦2.7 billion was used in the development of Coal City Gardens Estate. As the houses were sold, the loans were repaid. And by the end of the administration, the corporation had paid off all its debts. "We used some of our facilities to build for the government. For example, the government Guest Houses were built by the Corporation," said Chief Ikeje Asogwa who was the Managing Director/Chief Executive Officer of the Housing Corporation between 2007 and 2014. The Corporation constructed 59 km of asphalted roads and 111 km of drainages. It also installed 38 transformers; it installed street lights and walkways, as well as water reticulation systems in all the housing estates built by it.

The 24 estates developed by the Housing Corporation were evenly spread across the state. Sunrise Estate is located in Emene, Maryland Estate is situated off Independence Layout, Liberty Estate is in Independence Layout, Green Land Estates is in Trans-Ekulu and the highbrow Coal City Gardens is in the Government Reserved Area (GRA). To enable low-income families own some of the developed houses, the state government worked out a flexible



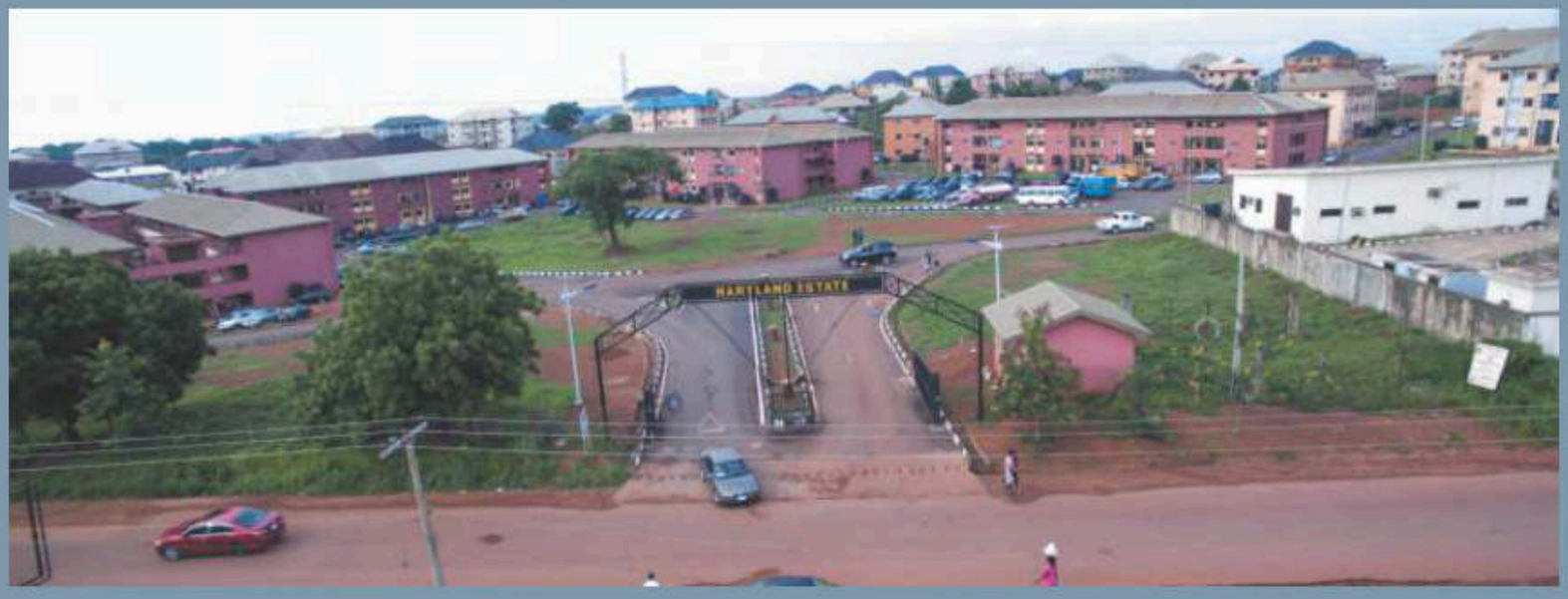
One of the nine major blocks at the Maryland Estate during and after construction





Drone camera view of the Maryland Estate





Top and Bottom: The Maryland Estate





The Coal City Gardens



The Fidelity Estate



Another view of the Fidelity Estate



The Liberty Estate 1

payment plan with down payments of 10%, 20% and 50% as the case may be. Civil servants were allowed 5 to 10 years to pay off, while bankers and other corporate individuals were given up to two years. According to Asogwa, government encouraged private developers through provision of access roads and streetlights. It also encouraged them by deferring, and sometimes waiving, most of their fees. In some cases, they were allowed to defer payment of necessary fees until after they must have finished developing the estates.

Asogwa narrated a major challenge the housing corporation faced. According to him: "while we were trying to build affordable housing, many people preferred land allocation. They wanted to develop their land in accordance with their own taste. But we insisted on selling what we had in stock". Some of those clamoring for land allocation, he said, could have been land speculators but the measures they put in place made it hard for land speculation to thrive. "We gave the buyers six months to start building and a maximum of two years to complete building, failing which the corporation could revoke the individual's ownership", he said. Asogwa considers the housing programme of the Sullivan Chime administration a huge success. "We completed all the projects we started, which was a major achievement. We realized that no estate has ever been constructed outside of Enugu metropolis. So we chose to do one at Nsukka", he added.

LAND ADMINISTRATION

Land is a basic natural resource, and an important catalyst for development. Land supports all human activities, and it is from it that all other economic resources are derived. It is a scarce resource, which can hardly be renewed. It means therefore that it must be efficiently managed in a sustainable manner for the use and good of all. It is for this reason that different countries and states have evolved land tenure systems for effective land management. Essentially, land administration involves the process of regulating land use and conservation.

With 7,161 km^2 (2,765 square miles), Enugu State ranks 22 out of the 36 states in Nigeria, in terms of land mass. With a population of 3,267,837 (2006 census) and a density of 460/km^2 (1,200/sq. mile), it is obvious that there is pressure on its land use. It was in an attempt to economically empower the citizens and efficiently manage land that the administration of Sullivan Chime set out to carry out some reforms in land administration in Enugu State.



The Liberty Estate 2



The Ivory Estate



The Ekulu East (Zoo) Estate



The Golf Estate



The RCC Estate

Dr. Chukwuemeka Ujam, a federal legislator, who served the Sullivan Chime administration as the Commissioner for Lands and Urban Development (2011-2014), was saddled with the responsibility of reforming the land administration in Enugu State. "You cannot administer what you don't know, so we set out to comprehensively audit the files within the ministry. The first thing we did was to create a document management system to digitally archive every single file, so that we could track and trace movement of property", he said. Transfer of titles and mortgages are critical component of land administration, and to efficiently manage this process, proper records must be kept. Every single file in the ministry was scanned digitally and a unique identification number attached to it. With this, the ministry moved away from the archaic method of paper handling and could track and trace movement of property document. Of course, paper files were still kept as a backup. The historical records helped the state in litigations.

With the digital records and the enumeration of property, which was carried out, the ministry then had a fairly good idea of the number of landed properties in Enugu. Relying on this record, the ministry moved to generate revenue for the state. "We set out to ensure that people paid their ground rent. Because we had the requisite data, it was easy for us to prepare demand notices for people. It was sent around to people and people did pay. When the public realized that there was a new spirit in the ministry, there was confidence. The banking community also developed confidence in the process and started to transact mortgage businesses. It was a good thing and it brought confidence to our administration in Enugu. We increased money generated from land administration pretty much by 60%," Ujam noted.

The Ministry's office was also networked to improve service delivery. "I could see what the Permanent Secretary and other directors were doing from my office", Ujam said. The state government contracted the services of Google Inc. to build the Geographical Information Service (GIS) for the state. They came to Enugu State along with a Kenyan company, Upande of Kenya. Upande and Google trained the ministry staff on the operations of GIS. The training was a morale booster for the staff of the ministry. The entire GIS package solution, according to Ujam, was set up to enable "us to produce various things like street view, satellite navigation system for driving, etc. For example, if you wanted to go to Nike Lake Hotel from Independence Layout it will tell you points of interest you would pass before getting to Nike Hotel. It will also give you a 3D camera view of the hotel so that when you get there you know

that it matches what you saw on the internet. The satellite navigation system will then drive you through the roads. At very low altitude, we captured points of interest like Government House, Nike Lake Hotel, Airport, captured various petroleum tank farms etc. Of course there was considerable security implication of doing that but we sought out various security agencies to alert them on the nature of the programme we were carrying out".

The initial outcome of the mapping was not satisfactory as the ministry relied on the old names of certain streets in Enugu, but the governor wanted the work to be repeated to reflect current street names. "So we had to go back and overlay what was captured by the aircraft and do street mapping, and the street names were brought into the system, so that whatever we are publishing on the Internet would be accurate", Ujam noted. At the end of the exercise, a comprehensive report was prepared. According to Ujam, "a comprehensive report was written. The project was handed over to my successor in office".

As a finite resource, the demand for land is always more than the supply. To accommodate the high demand for land in Enugu, the Ministry acquired some parcels of land contiguous to the city in the Emene axis. On the directive of the governor, the acquired land was planned mostly for industrial parks, commercial and residential uses. The Ministry also acquired land from the people of Amechi along Enugu –Nike axis for housing estates. The increased demand for land in Enugu could be explained. Enugu was the capital of the old Eastern Region and East Central State, and many Igbo still have an emotional attachment to the city. The relocation of a significant number of Igbo to the East, due to security challenges in the North, also increased the demand for land in Enugu. But most importantly, the restoration of the city's old glory and the provision of a favorable business environment in the state by Governor Sullivan Chime increased the number of applications for land in the city. The reforms by the administration made the process of land application and approval relatively easy. For every land application approved, there was a caveat written by the governor, warning the successful applicant to speedily develop the land or risk revocation. This increased government revenue and discouraged land speculation.

Despite efforts by the government to discourage speculators, land speculation remained a challenge. Land speculators get land from the government with the promise to develop it, but never do. They let the land lie fallow, hoping to cash in on future appreciation in price.

Lamentably, undeveloped land sometimes provides a place for miscreants to hide and perform all sorts of crime. The Sullivan Chime administration was determined to discourage the creation of slums. So, the government took the bold step to give a three-month ultimatum to all undeveloped land allotters, to develop or risk revocation. It urged property owners, through paid advertorials in newspapers, to come and revalidate their titles free of charge, and produce evidence of substantial development. The ministry constituted a team that went plot by plot, and compiled a list of undeveloped plots.

The ministry, on behalf of the government, wrote letters of intention to revoke, and two weeks later followed up with revocation notices citing the provisions of the relevant law. It was only then that people reacted with petitions to the governor. Most of them got their land back after pledging to develop them. Ujam said that the objective of the exercise "was not to dispossess people of their land, but we just wanted to encourage development. There were pockets of such land in Independence Layout where we saw clearly that people fenced parcels of land and did absolutely nothing more. We made sure we were protected by the law, and wrote them before we actually revoked. There was a comprehensive list we provided to government, and thankfully the government of the day had implicit confidence in what the ministry did. When you are revoking, you are incurring the wrath of many people. As we revoked, we re-allocated to other people, and people saw the genuineness of what we were trying to achieve. It was carried out without discrimination. People in government were also affected".

A number of influential individuals, including former Governors, were affected in the revocation exercise. Most of them used their easy access to the media to pressure government but to no avail because the process was transparent.

In carrying out these reforms, the Ministry of Lands and Urban Development had some challenges. For instance, some of the private developers who got land allocations failed to meet their obligations. "They expected the government to provide everything, 100 percent. They did not want to jumpstart construction while the government was doing its own bit in the provision of roads, drainages, etc.", Ujam said. So, in early 2012, although the government had committed substantial resources into the provision of infrastructure, the government set out to revoke some of the arrangements it had with the developers. This action spurred some developers into action and made them work faster. "Many people rushed and started building,

and this slowed down our revocation exercise in the areas because we saw that what we set out to do, they were doing. The number of buildings that sprang up within the three and half years I was in office was quite substantial. And that translated to revenue increase for government", Ujam said.

Forgery of documents was another challenge the ministry faced in its quest to reform land administration in Enugu State. Fortunately, Ujam had skills in biometrics and handwriting analysis. A number of people including the staff of the ministry did not know of these skills. "I have a Ph.D. in biometrics, and one of the areas I studied was handwriting analysis. It was therefore easy for me to spot forgeries. People whispered, even felt, at some point that I was consulting a ***juju*** but it was something I know. People took advantage of the death of Chief Christian Onoh, former governor of Enugu State to forge his signature. My ability to detect forgery helped to block fraudulent activities and increased revenue generation for the state," Ujam revealed.

According to Ujam, the ministry under the Chime administration established Geodetic Controls used by service engineers and surveyors to carry out surveys and mappings of various scales and purposes. These controls are required for civil engineering projects such as construction of dams, alignment of roads and rail lines, construction of irrigation projects, production of building plans, etc. "We provided the geodetic controls in sufficient density in order to facilitate the production of cadastral plans for issuance of Certificate of Occupancy (C of O) as well as the demarcation of administrative boundaries. This project provided a foundation for the determination of the Enugu State Geoid. The Surveyor-General of the Federation as a first of its kind acknowledged this project. It put Enugu State on the forefront of modern day surveying," Ujam said.

ENUGU STATE BROADCASTING SERVICE (ESBS)

When Governor Sullivan Chime took office in May 2007, the Enugu State Broadcasting Service (ESBS) was literally on life support. The station was gasping for life because there was a new private broadcast station with links to persons who had the final say on matters of state.

So, deliberately, the system then decided to gradually kill ESBS. The station's equipment was obsolete and the staff's morale was on the lowest ebb. On assumption of office, Governor

Chime insisted that there must be a reversal of fortunes for the broadcast station. According to Mr. Chuks Ugwoke, the then Commissioner for Information, Culture and Tourism, the ministry "invited bids for the total rehabilitation and re-equipping of the station - radio and television." With the modern facilities installed and the engagement of array of competent and young professionals, the repositioned Enugu State Broadcasting Service (ESBS) recorded a milestone when its radio arm, for the first time in its history, began a 24-hour transmission on October 1, 2014.

The badly dilapidated broadcasting house which was built in the early 1980's by the Jim Nwobodo administration was completely rehabilitated and restructured to accommodate the radio arm of the organization. The evidence of the reform at the organization showed with the installation of important equipment such as a 30-kilowatt radio transmitter, a 20-kilowatt television transmitter and a five-kilowatt television transmitter at the Nsukka booster station. The Sullivan administration also procured and deployed two ultra-modern and fully equipped Outside Broadcast Vans (OB vans) for the radio and television arms. This enabled the station to begin to take on live transmission of events. To ensure uninterrupted power supply, the government also procured and installed two 250-kVA generating sets for the broadcast organization. One was deployed at the Hilltop transmitting station and the other at the broadcasting house. One 100-kVA generating set was installed at the Nsukka Booster Station. In addition to the ten digital cameras and sundry technical accessories procured, the Sullivan administration also procured eleven utility vehicles to aid the operations of the station. To ensure that the repositioned station is up and running, the state government equally approved a takeoff grant for the station. The effects of these reforms are clearly evident, even today. The signals of both radio and television channels of the station are of high fidelity and better reach. The radio signals now cover the entire South East, parts of North Central, South South and South West geo-political zones of Nigeria. Rich and quality programming complemented the technical improvements.

"We are talking about a station owned by Enugu State government that can compete favorably with any station in Nigeria. One striking thing also, was that when we were in government we made sure that the station didn't just become the mouthpiece of the state government. We brought in Mr. Jika Attoh, a seasoned professional who was given the mandate to run the place as a business. Those who couldn't fit into what the new team wanted were not sacked; rather







A. Outside broadcasting van for ESBS Radio. B. Broadcasting studio for ESBS Radio.
C. Outside broadcasting van for ESBS TV



Control room for Enugu Television (ETV)

they were redeployed to other agencies of government. There was also a total overhaul of its programmes. The governor approved a take-off grant and continued to give them further subventions. They had no restrictions. During the political campaign period, they ran adverts and granted interviews to opposing parties", Ugwoke said. As at the end of Sullivan's tenure, the station competed and was ranked favourably, amongst those of its kind in the country.

Chapter Six

"People don't care how much you know until they know how much you care."

- Theodore Roosevelt Jr.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Provision of social amenities that enhance life, especially to the vulnerable groups in the society, and development of an efficient and accessible health care system that conforms with the Sustainable Development Goals (SDG), are some of the universal yardsticks used in measuring the effectiveness of a government. The Sullivan Chime administration realized this requirement quite early. It took a deliberate decision to improve the quality of service delivery in the state, especially in critical areas like health, education, security, infrastructure, waste management and transportation.

Service to the People

Government is meaningful to the lives of the citizenry when it cares and strives to deliver services that improve the quality of their day to day living. The people also elect leaders in a democracy with the hope that their choice has the vision to actualize their aspirations. However, their challenge has always been how to find that leader who will map the trajectory of their dream to a blossoming reality. The citizens of Enugu State got it right when they overwhelmingly elected Sullivan Iheanacho Chime governor in 2007. In Sullivan, they found a leader who not only knows what to do, but also passionately cares.

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MATERNAL/CHILD CARE PROGRAMME

According to the United Nations International Children Emergency Fund (UNICEF), "every single day, Nigeria loses about 2,300 under-five year olds and 145 women of childbearing age. This makes the country the second largest contributor to the under-five and maternal mortality



One of the vehicles procured for the Free Maternal and Child Healthcare programme in partnership with all the Local Government Councils

rate in the world"[1]. These grim statistics should worry every policy maker in government. The deaths of newborn babies, according to this United Nations institution that cares for children's wellbeing, "represent a quarter of the total number of deaths of under-five children. Majority of these deaths occur within the first week of life, mainly due to complications during pregnancy and delivery, reflecting the intimate link between newborn survival and the quality of maternal care"[2]. The world health body further informs, "A woman's chance of dying from pregnancy and childbirth in Nigeria is 1 in 13. Although many of these deaths are preventable, the coverage and quality of health care services in Nigeria continue to fail women and children. Presently, less than 20 percent of health facilities offer emergency obstetric care, and only 35 percent of deliveries are attended to by skilled birth attendants"[3].

In drafting its healthcare policy, the Sullivan Chime administration took into consideration this close relationship between the well-being of the mother and the child. It therefore took a deliberate decision to design service interventions, which would integrate the maternal health and that of newborn and child. Under the administration therefore, free medical services were extended to pregnant women up to childbirth, and the newborn till five years old.

Thus, a child born in Enugu State at the onset of the Sullivan Chime administration in 2007 had the privilege to enjoy the little things that give hope to a promising life. Social needs that support a successful growth were made available by the government. Before birth, the pregnant mother has the choice of free antenatal care, and does not have to go through the stress and worry of the financial burden that often oppresses the most vulnerable in many communities in the country. The benefit of free medical care extends to the life of the child up to the age of five. He or she also has the uncommon advantage of free primary and junior secondary education, including free transportation to school for those in Enugu metropolis. Parents of such a child equally had the opportunity of a government that affords them modern transportation systems, good health care services, availability of first class education for their children, excellent environmental sanitation, and other social conveniences that promote quality living. The child and its parents cherished the ingenuity of a government that diligently

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1 www.unicef.org

2. ibid

3. ibid

managed the resources of society to offer a better life for everyone. Before 2007, Enugu State had one of the worst health indices in Nigeria, with maternal death at 54/1000 and child mortality at 45/1000. The health care system was largely uncoordinated. These abysmal statistics motivated the state to develop a robust health care system, which laid emphasis on maternal and child care. The policy was targeted at the poorest of the poor and rural dwellers.

To actualize this lofty agenda, the government crafted a plan. Aptly called 'Enugu State Strategic Health Development Plan (2010 to 2016)', the plan outlined the initiatives of the state government in the area of health. According to Moses Otiji, a medical practitioner and the Permanent Secretary of the Ministry of Health between 2008 and 2015, "the plan was a rolling one that was reviewed and upgraded every year. We looked at trends, weaknesses and strengths. We had three policy thrusts: strengthening health care delivery to the people, strengthening the system, and institutionalizing human capacity building and development". The state had a district system of hospitals that came into effect in 2005 with the District Health Law, but it was not achieving its goals because it was fragmented.

Under the plan, government paid for all expenses for care of the pregnant woman, child delivery and the child till age of five. Therefore, there was a surge in maternal care attendance in the state. At the time, this scheme was unique to Enugu State because in other states, only child delivery was free, families paid for antenatal and child immunization. A lot of people benefitted from the maternal and child care programme. "People were coming from neighbouring states to partake in the scheme", Otiji said. The pressure from such people was so much that "we had to put some form of restrictions". Relying on a clause in the State Tax Law, the state government insisted that people or their spouses must show evidence of tax payment in the state to benefit from this health initiative.

"It is part of the tax law. You must show evidence of tax payment to enjoy government services. It did not matter your state of origin. Just show that you have paid your tax in the state", Otiji further said.

Until the end of the administration, all the bills for the health scheme were totally paid for. "Initial estimated cost for the scheme was ₦1.2 billion per annum. For the first year, we got ₦800 million from the state government. By the end of the first year, we saw areas where we

could manage cost. In subsequent years, the programme cost was ₦400m per annum. It was a joint programme with the local governments under the aegis of the State Economic Planning Commission", Otiji said. The health policy had a catalytic effect, as additional 1000 health workers were engaged to run the government's health programme. These were 70 medical practitioners, 400 nurses and 530 allied medical professionals. With the assurance of manpower, the administration, according to Otiji, "built and renovated health centres and clinics across the state. As such, every political ward has at least one functioning health centre".

Other important components of the State Strategic Health Development Plan included the revamping of the state's Drug Revolving Fund (DRF), creation of the State Medical Emergency Response Service, accreditation of the medical school of Enugu State University of Technology, upgrade of facilities at Park Lane Teaching Hospital, enactment of enabling laws establishing the two Schools of Health Technology in Oji River and Nsukka, massive human capacity development, enactment of new laws to strengthen the health systems, and provision of logistic support.

Prior to 2007, the State Drug Revolving Fund was totally mismanaged. “When I came to the Ministry of Health, I found out that the fund was in red. But when I looked into the books, I saw that people were not paying for their drugs. Local governments received drugs through the DRF and did not pay”, Otiji reveals. His ministry quickly revamped the scheme, and ran it as a small business unit within the ministry. With ₦400 million fund injection, the DRF serviced the drug needs of the state's health care system, including the maternal and childcare programme. "With time", Otiji said, "the state started to generate income from the drug programme". It became successful because "the government gave us autonomy, unlike in some other states where governments routinely meddled in the accounts of DRF". In fact, at a point, the state contemplated the idea of floating the DRF as a separate company. Due to its prudence, the Ministry of Health saved so much money from the running of the scheme, and the State Executive Council approved that the ministry should buy needed utility vehicles using the savings. In November 2015, it procured 11 utility trucks and two buses to enhance its monitoring activities of the implementation of the health plan.

The success of the Drug Revolving Fund built trust and confidence between the state government and multilateral agencies like United Kingdom's Department for International

Development (DfID), United Nations International Children's Emergency Fund (UNICEF), and World Health Organization (WHO). In return, these agencies supported the state with immunization services and capacity building for her health personnel. DfID supported the scheme with donation of essential drugs.

In November 2011, the state established the Enugu State Medical Emergency Response Team (ESMERT). Equipped with 25 state-of-the-art Advanced Life Support (ALS) ambulances, ESMERT was used to respond to road accident and medical emergencies. Its services were supported with a network of hospitals and well-trained paramedics. The efficiency and promptness of ESMERT made this concept of emergency care the first of its kind in the country.

The state also invested heavily in human and institutional capacity strengthening. The two Schools of Health Technology at Oji River and Nsukka, which were established in 1948 and early 1970s respectively, could not effectively function because of lack of an enabling law. In 2012, the state gave the institutions the needed legal backing. This act enabled them to establish relationships with, and to access the services of, federal intervention agencies such as the Education Trust Fund (ETF), Tertiary Education Fund (TETFUND), and the Petroleum Trust and Development Fund (PTDF). An infrastructural facelift was also given to both schools to reflect their new status. The State Social Welfare Centre was upgraded to a full-fledged psychiatric unit of the Enugu State Teaching Hospital, with the full complement of staff.

One other practical policy decision taken by the Sullivan Chime administration, as part of its Strategic Health Development Plan, was the kick-starting of the adopted district health system, as against the ward health system being practiced by 34 out of 36 states of the federation. One state, Jigawa State, operates a modified district health system, which it copied from Enugu State. The district health system effectively divided Enugu State into seven health districts; this is in addition to the 53 cottage hospitals that constitute the secondary care system. Modernization work was carried out simultaneously in the seven district hospitals to make them more effective and efficient.

The administration undertook massive infrastructural upgrade at the Enugu State University Teaching Hospital. This effort was followed by extensive recruitment of all cadres of staff for the school. The motivation for the above initiatives was, *inter alia,* for the medical school of the

state university to gain accreditation from the various professional health bodies. This exercise paid off in 2009, when the hospital secured accreditation to graduate its first set of medical students. These students were in school for nine years but could not graduate, because of lack of accreditation of their school. The government compensated them by taking up the payment of their tuition fees until they graduated three years later. In 2013, the hospital received further accreditation to train post-graduate medical students for the award of fellowships in various fields of medicine. Today, the hospital stands as one of the shining examples of the success of the State Strategic Health Development Plan.

The following health system strengthening programmes were established by the administration: the Enugu State Agency for the Control of AIDS (ENSACA) through the ENSACA Law of 2010; Enugu State Primary Health Care Development Agency Law of 2011. These laws were later found to be in alignment with the National Health Act of 2014. The State Strategic Health Development Plan (2010 - 2016) as a policy helped in equipping the burns unit of the National Orthopedic Hospital, Enugu, as a support to the institution. The plan also contained other policies such as Private Public Partnership framework for the health sector.

Following the recruitment and injection of a new set of workers, the state embarked on a massive training and retraining of health staff to meet the challenges of its health care programmes. The training cut across the entire spectra of the health sector. DfID collaborated with the state government in the training of staff. The training programmes improved the workers' employability, and many of them took advantage of it and got jobs in the private sector.

DR. SIMON EZEVUE ONWU DIAGNOSTIC CENTRE

Diagnosis is a very critical part of medical practice. It constitutes about 80 percent of the solution to most medical challenges. Many lives have been lost in Nigeria due to lack of facilities for accurate diagnosis. In recognition of this important role of diagnosis, the Sullivan Chime administration in 2009 started the construction of an ultra-modern diagnostic center in Enugu, as part of its Strategic Health Development Plan. Planned to be the best in Nigeria, the diagnostic center is named after Dr. Simon Ezevue Onwu, an Enugu native and the first person of Igbo extraction to qualify as a medical doctor. It has the capacity to provide for Magnetic Resonance Imaging (MRI) services, kidney dialysis, Computed Tomography (CT) scan, Positron Emission Tomography (PET) scan and other laboratory services. PET scan is an imaging test



Drone camera view of the
Enugu Medical Diagnostic Centre,
named after Dr. Simon Ezevue Onwu.

that enables a medical doctor to quickly detect a disease in a patient's body. It is usually used in the detection of cancer. The CT scan has capacity to take up to 100 patients a day. There is also a plan to incorporate DNA typing into the services of the centre.

Before the exit of the administration, the centre was about 85% completed with all the equipment already procured and delivered. Engr. Godwin Madueke, the then Commissioner for Works and Infrastructure, who was the project coordinator for the centre says "the laboratory can carry out complete bacterial, parasitological and viral studies. The machines are automated. It is the most modern laboratory in the Southeast". The dialysis section, according to him has five dialysis machines, with one reserved for AIDS patients, another one for hepatitis patients, while the remaining three will be for general use. All the equipment for the centre was procured from General Electric (GE). "They took our specifications and produced for us with 18 months warranty. GE products are more modern, rugged, faster and cheaper", said Madueke.

The state is looking at a Public Private Partnership (PPP) model for the running of the centre. The government is considering General Electric (GE), the manufacturer of the equipment, to handle the management for the first two years, during which the company would train local staff. Even though Enugu State government expects to make some money from the provision of services, Madueke insists that "the primary purpose of the facility is to provide a social service; it is to serve the people". The diagnostic centre is strategically located within the vicinity of the popular Polo Mall and the Park Lane Teaching Hospital, in the Government Reserved Area of the city. This makes it very accessible from any part of the metropolis and beyond. The grand plan is for the centre to serve the Park Lane Teaching Hospital, the University of Nigeria Teaching Hospital (UNTH), and other tertiary hospitals in the entire Southeast zone of the country and even beyond.

The design for the centre is conceived to have a helipad, which will make it possible for patients to be flown in by helicopter. With the equipment on ground, the centre has the capacity to undertake telemedicine. After diagnosis, the test results can be sent to any hospital in the world. It is hoped that, when fully operational, the centre will promote local medical tourism and save the nation huge amounts of foreign exchange spent annually by Nigerians on medical checkups overseas.



Ambulances for the Enugu State Medical Emergency Response Team (ESMERT)

The State Strategic Health Development Plan was implemented with so much passion, commitment and dedication. The plan was so comprehensive and practical that, during its presentation at one of the meetings of the National Council on Health, Professor Onyebuchi Chukwu, then chairman of the council and Federal Minister for Health, advised other states of the federation to adopt the Enugu model. States like Lagos and Oyo have since adopted the Enugu State Strategic Health Development Plan. Another evidence of the success of the state's strategic health plan is the result of the 2014 National Nutrition and Health survey carried out by the National Bureau of Statistics. The survey showed Enugu State as having the lowest prevalence of acute malnutrition in women (one percent) and lowest prevalence of acute malnutrition in children (4.4 percent)[4]. These vital health statistics are far below the national figures.

Otiji attributed the success of the State Strategic Health Development Plan largely to the autonomy granted to the ministry and the commitment with which the governor drove implementation of the plan. "His Excellency did not seek popularity, and thus did not want to dominate every issue. He allowed each ministry to run according to its mandate. Where I admired him the most was during the Ebola crisis. He gave the Ministry of Health a blank check to make sure that Ebola did not go beyond the one case already suspected in Enugu State", Otiji said. The former Colliery Hospital, Enugu, then recently acquired from the Nigerian Coal Corporation, was equipped and dedicated as the Ebola Centre in the State. The Colliery Hospital was originally acquired for the purpose of establishing a mother and child specialist hospital.

EDUCATION FOR ALL

More than 50 years ago, the nations of the world, speaking through the Universal Declaration of Human Rights asserted that "everyone has a right to education"[5]. Despite notable efforts by countries around the world to implement the right to education for all, various challenges still persist.

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4. www.nigeriastat.gov.ng

5. www.un.org, The Universal Declaration of Human Rights was adopted by the United Nations General Assembly on December 10, 1948 at the Palais de Chaillot, Paris.



Rehabilitated Zik Avenue Primary School, Enugu

According to the United Nations Educational, Scientific and Cultural Organization (UNESCO), "more than 100 million children and countless adults fail to complete basic education programmes; millions more satisfy the attendance requirements, but do not acquire essential knowledge and skills". UNESCO further notes: "more than 100 million children, including at least 60 million girls, have no access to primary education"[6]. Recognizing these challenges, 199 governments had in 1990 agreed on certain actions to be initiated by various governments in order to meet basic learning needs in different countries. These actions are contained in the now popular "World Declaration on Education for All"[7].

The education policies of the Sullivan Chime administration were drafted to fulfill the objectives of the UNESCO declaration. The Enugu education policy document lays emphasis on access to education, provision of facilities, strengthening of structure and processes, revamping of quality control, and teachers' welfare.

Prior to 2007, the educational system in Enugu State faced those challenges UNESCO had identified. There was general organizational dislocation at different levels, particularly in the primary and secondary schools. There were schools where junior teachers were superintending their seniors; it was commonplace at the time. The First School Leaving Certificate (FSLC) examination, which used to be the basic primary terminal examination in the past, was stopped.

The administration started by ensuring that seniority for the teachers was restored at all levels, particularly in primary and secondary schools. The process of according seniority was done in such a way that a lot of emphasis was placed on experience and competence. The First School Leaving Certificate examination was also restored. Educational infrastructure in the state had serious deficits, particularly at the primary and secondary school levels. The administration made sure that it met its obligation by clearing the arrears of counterpart funding, and thereafter consistently paid it to the Enugu State Universal Basic Education Board (ENSUBEB). With the counterpart funding from the Federal government, ENSUBEB renovated and built a number of primary and junior secondary schools in the state. There was also direct intervention

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6. unesco.unesco.org

7. ibid







Rehabilitated school buildings

by the state government at the secondary school level, where certain schools were identified for infrastructural upgrade.

The issue of insufficient teachers was tackled. A policy was adopted that ensured that volunteer teachers were brought on board. The volunteer teachers' scheme worked in such a way that retired teachers were hired on contract basis to fill the vacancies in their various localities. This scheme proved to be cost effective. This complemented the recruitment of 3000 new teachers for primary and secondary schools.

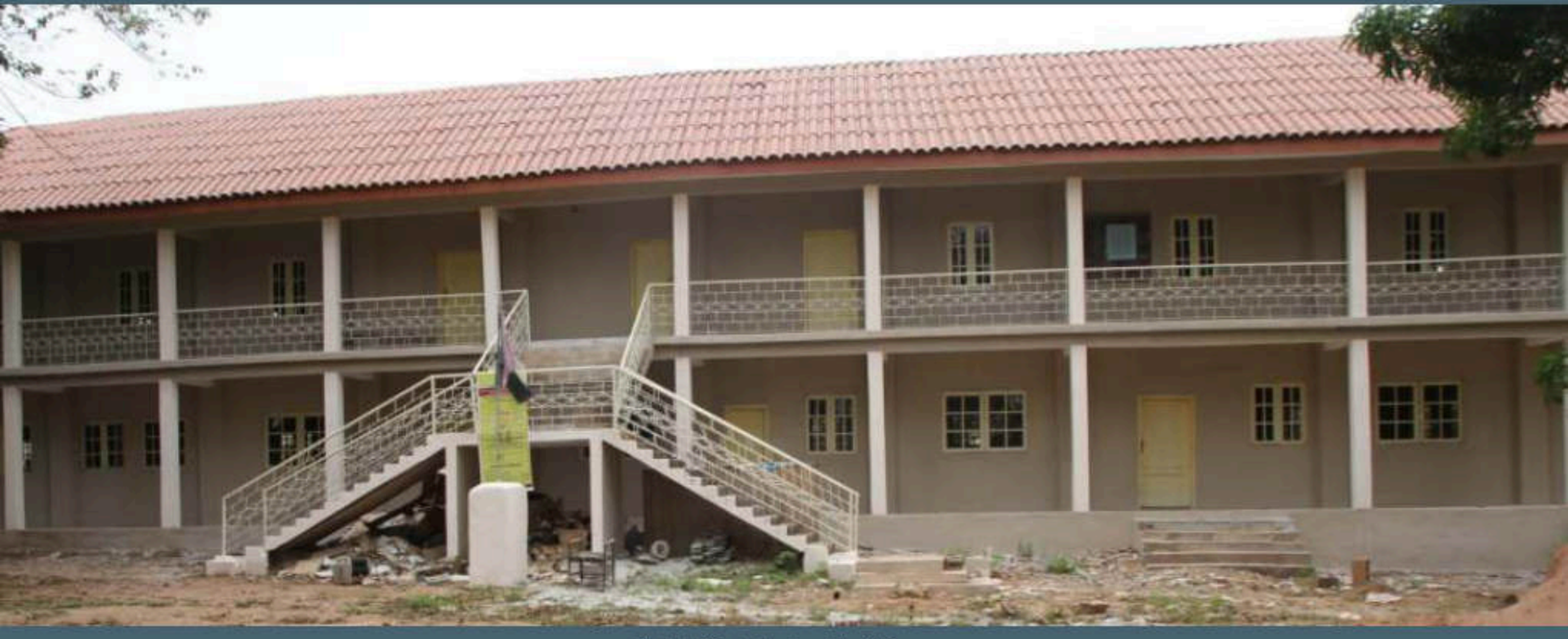
Another policy thrust was the revamping of quality control or supervision. Indiscipline and truancy among students and teachers were rife. To stem these anomalies, school supervisors were trained and equipped with logistics to ensure effective supervision. A total number of 300 vehicles were procured and distributed to zonal education offices and schools. With effective supervision, cases of delinquency, truancy, collection of illegal levies and examination malpractice were drastically reduced. According to Marcus Obiora Agu, Sullivan's Special Adviser on Education, with these measures, "free education at the primary level became really free. A token fee of ₦1,000 per term was charged in the senior secondary schools for registration". He rationalizes this fee at the senior secondary level thus: "It made sense to pay something, otherwise an average Nigerian does not value anything that comes free".

ENSUBEB, in collaboration with the Education Sector Support Programme (ESSPIN), an education reform partnership programme initiated by the United Kingdom's Department for International Development (DfID), carried out many innovative programmes aimed at improving the quality of education in the state. These programmes, according to Nneka Onuora, the then Chairman of ENSUBEB were "aimed at total overhaul of the educational system of the state". The collaboration yielded a lot of positive outcome. Some of them are listed below:

- ESSPIN's school improvement project affected 1,223 public primary schools and 30 mission schools in the state. A total of 488 new construction and renovation projects were carried out by ENSUBEB within two years of inauguration of the new board. All previous boards over a period of 12 years carried out less than 500 projects put together.
- Completion of a biometric exercise for all staff in the school system. This exercise successfully







Rehabilitated school buildings





Rehabilitated school buildings





identified ghost workers, fished out unqualified staff and those overdue for retirement.

- Timely payment of salaries of over 13,000 teachers in the Local Government Education Authority (LGEA).
- Re-introduction of promotion examinations in primary schools and restoration of the First School Leaving Certificate examination as the basic primary terminal examination.
- Payment of the arrears of counterpart funding to Enugu State Universal Basic Education Board (ENSUBEB).
- Recruitment of 3000 new teachers for primary and secondary schools. This was complemented by the volunteer teachers' scheme.
- Introduction of free education at the primary school level.
- ENSUBEB created a Quality Assurance Department to strengthen supervision and quality control in schools, thus checkmating truancy, delinquency and collection of illegal levies. It trained 48 Quality Assurance Specialists (two per LGA) and ESSPIN funded the training of additional 12 quality assurance specialists.
- Over 10,000 teachers in all the 1,223 public primary schools received one-year training. Over 6,360 head teachers and all available class teachers in Primary 1, 2 and 3 were trained on a termly basis in leadership, literacy and numeracy based on ESSPIN's School Improvement Programme (SIP).
- Over 5,816 people trained in 596 school communities successfully established functional School-Based Management Committees (SBMC). Also 800 science and mathematics teachers were trained.
- In collaboration with a non-governmental organization, (PACIEH), ENSUBEB successfully carried out a pilot programme on free school meal in two participating schools in Udi LGA.
- Enugu State under Sullivan was the first state to carry out a statewide school-based de-worming exercise for its public school pupils.
- ENSUBEB regularly distributed textbooks and other teaching materials to schools. It also distributed desks and teachers' tables to over 1200 schools.
- Procurement of 300 vehicles, which were distributed among public secondary schools and some mission schools.

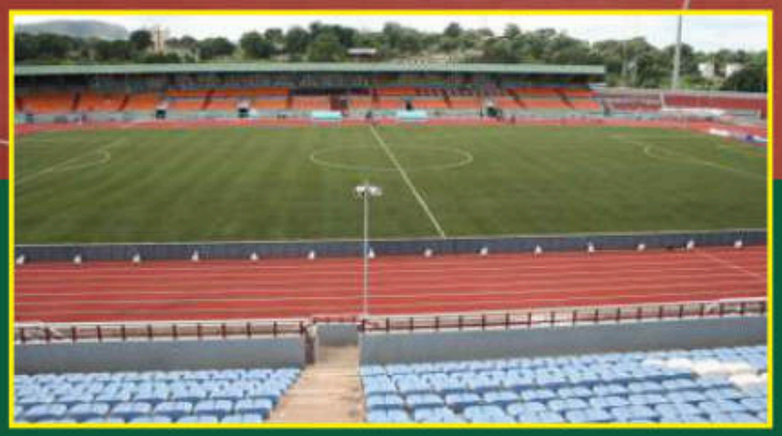
For a rounded development of pupils, the state government re-introduced school sports. Provision was made for each school to hold their inter-house sports. It also made it possible to have these



De-worming exercise in primary schools



School buses procured for each of the public and mission secondary schools in the State





Rehabilitated Nnamdi Azikiwe Sports Stadium, Enugu.
Inset: (Left) Another section of the Stadium
(Right) Sullivan presenting a trophy at the State School Sports Competition.







New training pitch for Rangers International Football Club with Astroturf. Inset: new luxury bus for the Football team

competitions at zonal levels. Zonal winners came to Enugu and competed. Winning schools were adequately rewarded. Equipment for different sports was procured for schools. The school sports competitions were held annually.

Guidelines for the registration of private schools were also reviewed to ensure quality. "For one to set up a school in the state, the person had to comply with clear set guidelines put in place by the ministry. In the past, those guidelines were not adhered to", Agu said.

Agu further explains: "DfID introduced special training for teachers at various local government levels, and then got into what was called "training the trainer". Selected teachers were brought from local governments and trained. The concept was for the teachers to train other teachers in their areas".

One of the most profound and far-reaching policy thrusts in education under the Sullivan Chime administration was the return of mission-owned schools to the original proprietors. The government painstakingly ensured that schools that were handed over to the missions were their own schools. It took quite a lot of effort, including going to the archives and conducting extensive research, before the government could determine the schools to be handed over and to whom. "The old Eastern Nigeria regional government, and subsequently the government of East Central State, properly documented the schools that were private and public on yearly basis, even indicated the total number of students, who owned what and when the school was established, number of teachers, etc. They were that detailed and it was easy as a result of that, to establish the number of schools the government owned, and the ones belonging to the missions", Agu said. There were series of meetings between government and the mission proprietors. An agreement was reached and government gazette on the handover was issued. However, the handover came with certain conditions. Government took over the responsibility of paying teachers' salaries, but insisted that the mission proprietors would not charge exorbitant fees. The benefit of returning schools to the missions is immeasurable, as it helped to improve the moral content of the schools' curricula.

At the tertiary level, the administration consistently sustained the subventions given to state-owned institutions. Such institutions include Enugu State University of Technology (ESUT),



Newly established Enugu State Polytechnic, Iwollo



Main picture: Drone camera view of the College of Education (Technical) showing the newly built and completed Auditorium, Degree Programme Unit, and Administrative buildings of the college, and the Library and School of Science Education buildings (under construction). Inset: The new Administrative Block of the college.

Institute of Management and Technology, (IMT), Enugu State College of Education (Technical), the newly established Enugu State Polytechnic at Iwollo, and Schools of Midwifery at Awgu and Nsukka. The state government also put facilities in place that ensured that accreditation of most of the courses in these tertiary institutions was secured. This ensured that the institutions, particularly ESUT, for the first time in more than a decade, started having their convocations. The social menace of cultism in schools was seriously tackled, leading to regular conduct of matriculations and convocations. There was also special intervention at the Federal Road Safety Commission Academy in Udi. The state government helped it to erect the administrative block and some other buildings, and constructed the internal roads at the academy as part of its efforts in encouraging the establishment of the academy within the state.

It is important to note that these interventions in education by the state government were different from the ones by the various local governments. However, under the aegis of the Economic Planning Commission, the two efforts were always harmonized.

TRANSPORT

Transportation is a critical requirement for economic growth of any nation, regardless of its industrial capacity, population size or technological development. With a land area of 910,768 sq. km, population estimate of 150 million and GDP growth rate of six percent per annum (2006 estimate), the centrality of effective public transportation in the country is readily seen. Nigeria's transportation infrastructure is in a dismal state. The Sullivan Chime administration had a paradigm shift in its transport policy. One can observe that only the city of Enugu and Lagos metropolis have fairly good transport systems in the whole country. Many states in the federation have modeled their transport system after the Enugu model. The main thrusts of transport policy under the administration were effective traffic management and control, city transport system, human capacity training, and provision of critical road furniture.

In the area of traffic control, enforcement and management, Enugu benchmarked its actions against one of the world's best. The then state's Commissioner for Transport, Chukwuka Utazi, a lawyer, (now a Senator of the Federal Republic of Nigeria) was sent to the United Kingdom to understudy the traffic management of Manchester Metropolitan Area. On his return, he gave a detailed report and recommendations to the State Executive Council. With approvals on a

Brand new air-conditioned intra city buses for the Coal City Shuttle scheme





Flagging-off of the public-private Taxi Scheme. Inset: One of the taxis in service.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Support the Government's
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number of initiatives, the Ministry of Transport started marking the newly rehabilitated roads and installing traffic lights and road directions. Traffic lights were installed at over 30 intersections within Enugu metropolis. The administration also realized that it could not effectively enforce the traffic and transportation regulations without first educating the people. A massive enlightenment campaign was undertaken. With such a drastic change in the traffic system of the state, motorists and other road users needed to be enlightened. Hence, a highly demonstrative campaign was embarked upon.

One of the bold steps taken by the administration to sanitize the transport system in Enugu metropolis was the decision to ban the use of motorcycles, popularly called *Okada*, for commercial transportation. With massive construction and rehabilitation of city road infrastructure and introduction of the taxi scheme, it became imperative to phase out this anachronistic mode of transport. "The menace of *Okada* was just too much for the state to handle. It was involved in a lot of accidents. All manner of criminal elements were using it to perpetrate their evil deeds", Utazi rationalizes. To enforce the law banning the commercial motorcyclists, mobile courts presided over by magistrates were set up. Television stations heavily publicized the trial and conviction of offenders. Under a Public Private Partnership, the state acquired 720 saloon cars for a taxi scheme. Under the scheme, the beneficiaries were required to pay only a deposit of ₦100,000 (One hundred thousand naira) to take possession of the cars. They were enjoined to offset the balance of the cost of the car by making weekly payments over a period of three years. On its part, the state government undertook to pay the cost of borrowing the money and other bank charges, as a way of encouraging more participation in the scheme. The taxis, which were all painted yellow, were tracked, monitored and boldly marked with serial numbers in addition to their registration numbers for easy identification. Private investors were also accommodated in the scheme. Their taxis were painted yellow and also given serial numbers, which ended with a "P", indicating "Private".

In the past, government officials corruptly converted fines paid by traffic offenders. The administration changed that and money collected from traffic and other offenders went into the government purse through the use of Pay Direct system, which required all bills for government services to be settled by direct payment into government bank accounts. With such revenue, the state augmented what it received from the federal government.

Prior to the Sullivan administration, the state owned a transport company called Enugu Transport Company Limited (ENTRACO). According to Utazi, the company "was a scarecrow, a drainpipe for government resources". Employees of the company were owed 28 months' salary arrears. The company was re-organized by the Chime administration, and a new management was put in place with fresh mandate to make it profitable. Within a short period, the company was up and running again. It added new vehicles to its fleet. "Government refused to advance any subvention to the company except during Christmas periods when they travelled to the northern parts of the country to bring home Enugu citizens residing in those far flung parts of Nigeria", Utazi said.

The high point of the transport policy of the administration was the introduction of Coal City Transport Bus Services. It created a reliable and safe transportation system within the Enugu metropolis. Established in May 2011, the mass transit company has 50 air-conditioned buses with sitting and standing capacity of 80 passengers each on its fleet, and it employed 220 people. The scheme was effectively used to stabilize transport fares in the metropolis, as the private bus operators could not charge above the ₦30 per drop set by the company. The company had the mandate to give free ride to uniformed school children within the metropolis. According to Nnaemeka Ojibe, the then Chief Executive Officer (CEO) of the outfit, "it was a service-oriented scheme. But we made a significant contribution to the internally generated revenue of the state". The routes of the city mass transit were carefully planned to benefit the most vulnerable segments of the society. "Routes were coordinated to cover areas with high passenger traffic like Abakpa, Agbani Road and Emene areas. Other private buses that formed part of the city transport system were assigned different routes to ply. Everybody relied on the buses. They were air-conditioned, and the fare was a flat rate of ₦30. Residents preferred the mass transit buses to the regular commercial ones. Even some car owners parked their cars and took the buses", Ojibe said. He regretted that the bill establishing the transit authority could not be passed into law before the end of the Chime administration. "It was in the process. When I came on board, because it was a vision of the governor, I went to him for every support I needed. Thus, I realized that there was a need for a law enabling the establishment of the transit system. Having an enabling law is the key as it will make it possible for the transit system to have a budget and be able to plan and execute its own projects".

The administration's Commissioner for Transport, Chukwuka Utazi attributed the success of the Enugu transport policy to the vision, passion and commitment of Governor Sullivan.



Coal City Shuttle buses in service

"People could not understand the system in Enugu State because they are so used to things not working. They never expected that an administration could selflessly work for the people. They could not imagine a governor who did not run people off the road with siren and long convoy of cars. The administration moved government from being a spirit to being human that one can see, touch and feel", he said.

WASTE MANAGEMENT

Enugu State Waste Management Authority (ESWAMA) was reorganized by Governor Sullivan Chime to sanitize and enforce cleanliness in the state. The aim was to rid the streets of filth of all sorts, such as household refuse, abandoned vehicles, industrial and drainage wastes, etc. The state purchased quality heavy-duty compactors totaling 15 in 2008, 12 in 2010 and then 10 in 2012. Galvanized waste bins were also bought. The state acquired three heavy-duty road sweepers and thus became the first state in Nigeria to use street sweepers, which were bought in 2012, to improve efficiency and make street cleaning work easier. The state also procured three skippers that were used to evacuate massive waste bins. They were however later phased out because of maintenance issues. The indigenous company that supplied them could not cope with provision of the needed spare parts for their regular maintenance.

ESWAMA divided Enugu metropolis into 14 zones for operational effectiveness. Every zone was assigned its own trucks; for example, Agbani had two and Abakpa had three. The trucks worked day and night to evacuate the massive waste generated in these areas. It had pay loaders in places like Akpata Owa Street in Coal Camp, where tyres were sold. This was as a result of the nature of the waste. The authority also acquired smaller waste disposal trucks and tricycles for easy access to some narrow roads and some facilities, which were not on the routes.

According to Dom Okonkwo, the then Managing Director/CEO of ESWAMA, "Enugu generated more than 800 tons of waste in a day. The city was growing, and so was the volume of waste being generated". The amount of waste collected by ESWAMA in the course of its operation showed that the state had the potential to generate electricity from it. Before the end of the Chime administration, ESWAMA was considering the waste to wealth programme. A committee with the Commissioner for Environment as chairman and Dom Okonkwo as a member was set up to study the prospects of the programme. The services of ESWAMA were both social and commercial. The government subsidized rates for waste collection. Residents

living in one room apartments paid ₦1,200 annually and those living in flats paid ₦3,600. One of the first things the authority did was enumeration. It was able to obtain data consisting of all the residents living in the areas where it operated, thereby enabling it to bill them. This endeavor ameliorated the huge cost of waste management, with about 80% of it paid by the state. Waste management bills were paid directly at the banks, into the state's internally generated revenue account.

One of the challenges for ESWAMA was people's attitude towards waste management. Residents found it difficult to pay because they assumed that waste collection and disposal should be social services. However, the law, coupled with sensitization, made it possible for the authority to be successful in getting everyone to pay their waste management bills. ESWAMA employees went into the field to give out demand notices and at the same time, used the opportunity to update their database.

The ESWAMA enforcement department patrolled the streets and arrested anyone found littering. The authority had mobile courts. Those arrested for littering the streets were taken to the court. The mobile courts operated all day and every day. In addition to keeping the streets clean, the other motivation for the authority was revenue generation. Defaulters were fined if convicted. Those who failed to pay their fines by 7:00pm on the day of their arrest and trial were remanded in custody until they were able to pay.

"Enugu easily became the cleanest city in Nigeria", said Okonkwo. A number of states came to understudy the Enugu waste management programme. According to Governor Chime, "median strips were used for dumping refuse in major roads in Enugu like Ogui, O' Connor, Agbani road, etc. For lack of where to dump their refuse, people just dumped them on the streets". With the waste management programme, government provided dumpsters close to every residence. People were also encouraged to buy their own waste bins and to empty them into the dumpsters when they were filled up, or bring them outside where the compactors could take them directly. The state had 2,500 dumpsters situated all over the city roads and other places such as in schools, malls, etc. in Enugu, Nsukka and other urban areas of the state. Okonkwo attributed the success of the waste management programme in the state to the passion and commitment of the Governor. "The governor is someone that has passion for his job and for Enugu State. I learnt that from him. He is my mentor. I look up to him".



First set of Waste Compactor Trucks and Dumpsters procured from Germany

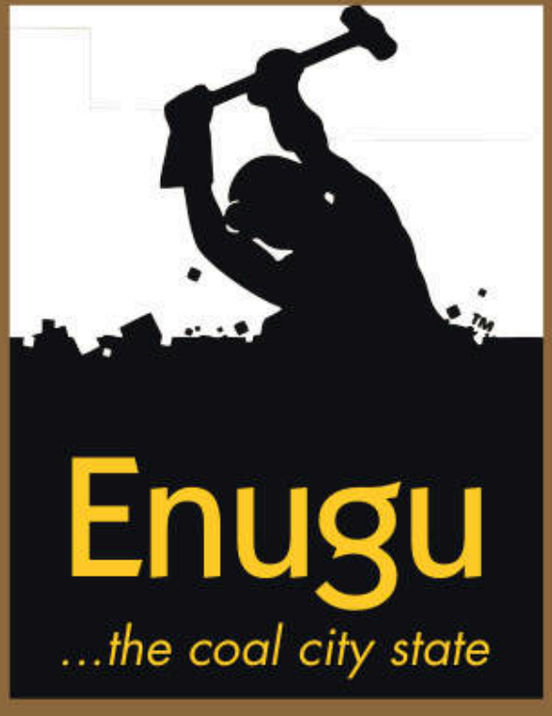




One of the 10 Waste Compactor Trucks procured from the United Kingdom.
Inset: 3rd set of dumpsters procured from the United Kingdom



ESWAMA vehicles in use, above: Compactor truck, below: Road Sweeper


Enugu
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Chapter Seven

"While democracy tends to refer to the legitimacy of government, good governance refers to the effectiveness of government. Consequently, one could in theory be strengthened and promoted independently from the other, as both have value in their own right"

- Carlos Santiso



Heliport built for the Nigeria Police Force at Emene, Enugu. Inset: Security cars with gadgets donated to the Police



Donation of 100 security cars to the police.
Inset: Inspector General of Police M.D. Abubakar, formally taking delivery of the vehicles



In designing its development agenda, the Sullivan Chime administration was guided by international best practices. One of its 4-point agenda, service delivery and good governance, was consciously developed to conform to the elements of good governance as enunciated by World Bank. Specifically, the administration set out to revamp law and order (security), public service empowerment, citizens' participation in governance, promotion of transparency in fiscal management and institutional reforms.

DEMOCRACY AND GOOD GOVERNANCE

From the Greek city-state to modern city-state, governance has been a constant concern of ordinary citizens, rulers and political scholars. Put simply, governance could mean the process of decision-making and the process by which decisions are implemented or not implemented. However, the notion of good governance is a relatively new concept. The shift from governance to good governance underscores the new concerns of global players, particularly development institutions, about the quality of governance. There is heightened awareness that the quality of a country's governance system is a key determinant of the ability of that country's political actors to pursue sustainable economic and social policies.

The term "good governance" first surfaced in 1989 in the World Bank's report on Sub-Saharan Africa. The report characterized the crisis in the region as a "crisis of governance". There are competing views about the meaning of good governance, but the World Bank in a 1992 report entitled "Governance and Development", clearly defined good governance as "the manner in which power is exercised in the management of a country's economic and social resources, for development"[1]. Despite the lack of clarity in definition, almost all the major development institutions and other actors within the international arena agree that good governance has become a necessary ingredient for sustainable economic growth. In fact Mr. Kofi Annan,

1. Quoted in Miller-Adams, The World Bank: New Agendas in a Changing World, p.9.

former United Nations Secretary-General, notes: "Good governance is perhaps the single most important factor in eradicating poverty and promoting development"[2]. There is a nexus between the concept of democracy and good governance. Although good governance is theoretically distinct from democracy, the two concepts often substantially overlap in practice. While democracy, according to Santiso, "tends to refer to the legitimacy of government, good governance refers to the effectiveness of government"[3].

To ensure this effectiveness, development institutions, notably the World Bank and other international actors, have worked out a number of conditions that characterize good governance. Some of these conditions or elements include participation or inclusiveness, rule of law, transparency, effectiveness and efficiency of service delivery, responsiveness, accountability, strategic vision, local government reform, independence of judiciary, equity, consensus orientation and security.

In designing its development agenda, the Sullivan Chime administration was guided by international best practices. One of its 4-point agenda, service delivery and good governance, was consciously developed to conform to the elements of good governance as enunciated by World Bank. Specifically, the administration set out to revamp law and order (security), public service empowerment, citizens' participation in governance, promotion of transparency in fiscal management and institutional reforms. This is encapsulated in the vision for Enugu State, which Sullivan had clearly laid out in the blueprint for development. According to him: "I see an Enugu State where government is open, accountable and responsive to the yearnings of the people, and takes action to improve the lives of the people; a state where security of lives and property will be a reality".

LAW AND ORDER

Security of life and property is a key requirement for development. The Sullivan Chime administration realized early that successful implementation of its economic agenda is hinged on a safe environment. One of the first acts of the administration was its decision to remove all

2. Kofi Annan, "Global Integrity in a Changing World", message to the 9th International Anti-Corruption Conference (IACC), Durban, South Africa. Cited by Kashim Cannah, "Integrity and Judicial Capacity: Critical Factors in Ensuring Good Governance" (Abuja EFCC), October 10, 1999, p.2

3. Ibid

the factors that directly or indirectly encourage criminality. The administration undertook massive infrastructural upgrade, constructing and rehabilitating roads and providing streetlights. It also built strong partnerships in securing the state with security agencies such as the police, army, air force and the Department of State Security. Working under the aegis of the State Security Council, the agencies collaborated in fashioning out common objectives and strategies. Joint patrols were held, thus demonstrating strong presence, which deterred criminal activities. The security agencies were supported with logistics. In addition to utility vehicles, the state also procured many smart sedans and equipped them with modern communication gadgets. The sedans were strategically stationed at various locations around the metropolis to enable the police keep steady watch on the goings on in the city.

These logistics and other initiatives were supported with robust legal framework. Enugu State was one of the first few states in Nigeria to make kidnapping a capital offence. The State House of Assembly enacted a law banning the use of motorcycles for commercial transportation in the Enugu metropolis. This law was vigorously enforced that within a short period of its enactment, violent crimes associated with the use of motorcycles drastically reduced. The Department of State Security (DSS) and the police, working in collaboration with telecommunication operators, made tracking of offenders easier, particularly when the offences were associated with the use of telephones.

Other legal initiatives put in place by the Sullivan Chime administration to enhance law and order includes strengthening of prosecution processes. Access to justice was further enhanced by the creation of the Customary Court of Appeal. The state, through the office of the Commissioner for Justice and Attorney General, succeeded in reducing the bureaucracy in prosecution. For instance, case files of suspects were handed over to the Director of Public Prosecutions (DPP) in court by the police unlike the usual practice of seeking for an order of the court for case files to be transmitted to the DPP. The absence of witnesses in court frustrates criminal justice systems. With the support of Justice for All (J4A), an intervention programme run by UK's Department for International Development (DfID), the state was able to set up a Witness Support Unit (WSU). Reputed to be the first in the country, the programme helped to increase the speed and quality of criminal trial through improved attendance of prosecution witnesses. It also helped in the reduction of the time the suspects would have to wait to face trial. The Prison Rehabilitation and Welfare Centre (PRAWA) and Sexual Assault



Handing over of security vehicles to the Armed forces, above: to the Nigerian Army, below: to the Nigerian Air Force











A. Inspector General of Police, Mike Okiro taking delivery of security vehicles donated to the police.
B. Security vehicles donated to the police. C. Security vehicles donated to the Nigerian Army for urban patrol.
D. Security vehicles donated to the Nigerian Air Force and the Civil Defence Corps for urban patrol.

Rehabilitation Centre (SARC) were two other programmes facilitated and supported by DfID. Under PRAWA, the state was able to establish the first Bail Information Centre (BIC) in Nigeria. Launched in December 2014, the centre manages a centralized database on the bail status of accused persons, as well as provides independent and verifiable information to the court in relation to bail applicants and their proposed sureties.

Established in January 2014 in response to increasing cases of rape and defilement of girls, SARC is a one stop centre and facility where all victims of sexual violence, especially women and minors, can access confidential and high quality medical care, counseling and other support services without discrimination. SARC not only supports the recovery of victims of sexual violence, but also encourages increased reporting of rape and other sexual assault cases. It is a joint initiative of Women's Aid Collective (WACOL), a non-governmental organization, in partnership with the Enugu State Ministry of Justice, Ministry of Health and Ministry of Gender Affairs and Social Development. It recorded some achievements, which include staff and stakeholders' capacity building on counseling, robust public enlightenment and forensic training. Some lawyers from the State Ministry of Justice were among the 17 participants trained in forensics. The lawyers were equipped with the skill of gathering forensic evidence. SARC recorded several cases of sexual assault, provided medical treatment and counseling, free forensic examination, lab testing, HIV/AIDS and STI screening, as well as pregnancy testing, to victims.

Reform of the Neighborhood Watch was another important initiative of the Sullivan Chime administration that helped to maintain law and order. Established by law, the Neighbourhood Watch leverages on the affinity and knowledge of one another in a community to improve security for all. According to Mr. Godwin Chiedozie Ogenyi, the then Commissioner for Human Capital Development and Poverty Reduction, "we initiated a number of reforms to strengthen the programme. We re-organized it along the lines of accountability and discipline. Two things were evident: we created homogeneity and they were able to understand themselves better. We made sure that officers were elected at the time they should". At the end of the Chime administration, the number of Neighbourhood Watch groups increased from 500 to 1000, and spread to all the communities in the state. "We enjoyed a lot of collaboration with the traditional rulers, made them very comfortable, and worked well with them. Both in the metropolis and in the rural areas, government presence in terms of security was felt", Ogenyi said.

There were significant outcomes from these various initiatives. First was that nightlife returned to the state, particularly in Enugu City, and with it came increased economic activities. The most important outcome was that Enugu State was adjudged the State with the least crime rate in the country in 2013 by no less a person than Alhaji M. D. Abubakar, the then Inspector-General of Police. Security Watch Africa, a non-governmental organization, at her annual awards held in Dubai on November 14, 2014, picked Enugu State's Neighbourhood Watch as the "most outstanding community policing in West Africa". Mohammed Adamu Abubakar, the then Commissioner of Police in Enugu, received the award on behalf of Enugu State Police Command. "It was cheerful news to us that we had attained that height. Former President Goodluck Jonathan, during one of his visits to the state also repeated that Enugu State was a safe place to be, based on his security briefings", said Governor Chime.

STRENGTHENING THE PUBLIC SERVICE

Good governance, as stated, refers to the effectiveness of government in service delivery. And to render those critical services to the people, government relies on institutions such as public service. As such, the effectiveness of public service, to a large extent, determines the quality of service delivery. Conscious of this fact, the Sullivan Chime administration made public service empowerment an important part of its 4-point agenda. Before the administration, civil servants in the state were owed salary arrears of three months, and pensioners were owed arrears for seven months. Upon assumption of office, the Chime administration immediately raised funds from the banks, especially the defunct Bank PHB, to pay the arrears of salaries and pensions, and instituted the practice of paying salaries to the public servants on or before the 25th day of every month. The administration religiously did this until it exited office on May 29, 2015. Mr. Patrick Amaechi Okolo, an experienced former Permanent Secretary who served as the Secretary to the State Government (SSG) under Governor Sullivan Chime, said civil servants and public service had their fair share of attention during this period. Prior to Chime's ascension to power on May 29, 2007, no fewer than 5000 female civil servants whose husbands are not of Enugu extraction, for no justifiable reasons, had been disengaged from the service. In 2008, Sullivan redressed this injustice by recalling all the disengaged staff. According to Okolo, the administration consistently approved promotion exercises such that nobody was owed promotion between 2007 and 2015. Workers in the state were satisfied because whatever they were entitled to, they got. Nobody was owed leave allowance, except he or she failed to notify the office of the Accountant General of his or her leave roster.

There were rigorous training exercises conducted by the office of Head of Service for different cadres of civil servants. To ameliorate their housing challenges, a total of 524 housing units were provided for different cadres of civil servants between 2011 and 2015. The administration also absorbed staff of some agencies like the Sports Council and Enugu State Waste Management Agency (ESWAMA) into the civil service. There were recruitment exercises into the public service by the Civil Service Commission (CSC), Local Government Service Commission, Judicial Service Commission, Post Primary Schools Management Board, Enugu State Universal Basic Education Board, and other government departments that were empowered by law to recruit during the administration, and this included teachers. More than 2000 teachers were engaged. It is on record that Enugu State was the first state in the federation to comply with the new national minimum wage policy. The state commenced paying a new minimum wage of ₦18,500 as against ₦18,000 as stipulated by the Federal Government. "That was why we had no major labour issue throughout the eight years of Sullivan Chime administration", Okolo said.

One of the most outstanding achievements of the Chime administration was the construction of the ultra-modern new workers' secretariat. This was in fulfillment of the governor's promise to create a conducive work environment for the state workers. Before the new secretariat was built, different ministries and agencies were scattered around the Enugu metropolis. In the new secretariat, all the old typewriters were replaced with computers and laptops.

Summarizing the effect of these initiatives, Okolo said: "There was no gainsaying the fact that productivity increased significantly. The increase in productivity was understandable. When owed salaries, civil servants went to do other things to feed their families. But with constant payment of their salaries, they became committed to, and focused on their jobs. They did not have to leave their jobs to find money from other sources. Quite naturally, attendance improved dramatically".

PARTNERSHIP WITH THE JUDICIARY

The principle of separation of powers envisages that the executive, legislature and judiciary should be distinct because of the corrupting nature of power. The principle is ascribed to French Enlightenment political philosopher, Baron de Montesquieu. The principle provides for a system of shared power, often referred to as checks and balances.

Enugu State under the Sullivan administration, worked conscientiously to ensure that this principle was upheld as envisaged by the 1999 Constitution of the Federal Republic of Nigeria.

The executive, headed by Sullivan, collaborated with the judiciary to ensure efficient delivery of justice. The nature of collaboration was better captured by the then Chief Judge of the State, Hon. Justice Innocent Umezulike thus: "Under Governor Sullivan Iheanacho Chime, there was no manifest conflict or controversy in the interaction within the three arms of government. The three arms of government worked well to complement one another, each maintaining unremittingly the boundaries of their functions as assigned or delineated by the constitution. I have sat at the centre chair of the judiciary of Enugu State for more than eleven years, and I cannot point to any single interference on the performance of the adjudicating functions of the judiciary by the government of the day during the tenure of Governor Sullivan Iheanacho Chime. It may well be because of his training as a lawyer, a highly experienced lawyer, before taking up the political office."

Governor Chime supported the judiciary with infrastructural upgrade; for instance he ensured that each of the 17 local government areas had magistrate courts, and appointed 25 new magistrates. He also increased the number of customary courts in the state from below 60 to 150. He created the Customary Court of Appeal and appointed eight new judges. He also built a befitting edifice for the Judicial Service Commission (JSC). Sullivan has been scored high in the area of welfare of judicial officers. Each judicial officer in Enugu State - magistrates and judges - received a brand new car every four years throughout the tenure of Sullivan. Magistrates' salary was increased over 100 percent from ₦125,000 to ₦300,000. "The magistrates were very, very happy that he really showed interest in their welfare. The magistrates in Enugu State can today boast that in the southeast, they earn the highest salary, or even in all the states east of the Niger except, perhaps, Bayelsa", said Justice Umezulike.

CITIZENS' INCLUSION AND POLITICS IN ENUGU

Democracy is unarguably the best form of government. The concept, it has been agreed, is about the people and their participation in the political, social and economic processes of the state - government of the people, by the people and for the people. It is a people-centred concept. People tend to have a sense of ownership of government when they are included in the governance process. According to Remi Anifowose, "at the centre of democratic idea is the notion of participation which describes the extent to which individual members of society share, take part, or get involved in the life of that society. Thus democracy cannot be concerned in theory or created in practice without the creation, recognition, encouragement and expansion of the opportunities for participation"[4]. The Sullivan Chime administration recognized the importance of the people in a democracy and therefore made conscious and deliberate effort to ensure the participation of the people in most of its programmes. "We made conscious effort to involve as many people as possible in the governance of the state using the different socio-political platforms we created such as the Elders' Council, the Visit Every Community (VEC) initiative and the Enugu State Economic Planning Commission, the Town Unions and the Traditional Rulers. Through these platforms and wide consultations we were able to reach out to the people and made them to participate in governance. Over time the people began to trust the system and our government", said Sullivan. There was a significant paradigm shift in the politics of Enugu State under his administration. It was devoid of brigandage and people did not need to know any godfather in order to aspire for any elective office. The interest of the people was paramount in the mind of the governor. Candidates for election into political offices depended solely on their relationship with their constituencies to win, rather than on overbearing influence of political godfathers. Having been empowered, the electorate began to exercise their power wisely by deciding on the choice of candidates from councillorship to governorship elections; so much so that other political parties could not muster the muscle to participate. "Everybody became part of the entire process; it was a movement. After going through the party primaries, election became a mere formality", Sullivan quipped. The inclusiveness in politics in Enugu State under Sullivan administration evolved over time to become "a movement of the people". The people accepted and adopted the ruling political party in the State (PDP) as their party. For instance, during the December 2013

4. Remi Anifowose and Francis C. Enemuo (eds), *Elements of Politics* (Lagos: Malthouse Press Ltd), p. 193 in Sam Ugwuozor, *Democracy as Participation: A Philosophical Analysis of Visit Every Community (VEC)*, Mekanand Publications, p. 15

local government elections, out of the 260 councillorship positions, 248 were returned unopposed without any challenge from the other political parties. People who came in from outside the state and thought that it was business as usual by ignoring the people and aligning themselves with some godfathers contested the remaining 12 councillorship positions and failed. The entire seventeen local government chairmen also went for their elections as sole candidates in their various constituencies. However, in order to fulfill the requirements of the Local Government Law, they went for the Yes or No vote for their election. Sullivan had hoped that if this inclusiveness was sustained someday Enugu State would be the first to produce a sole candidate for the governorship election as almost every active politician in the state then belonged to the People's Democratic Party (PDP); they remained steadfast until Sullivan left office.

VISIT EVERY COMMUNITY INITIATIVE (VEC)

One of the most innovative and comprehensive effort of the administration was the Visit Every Community (VEC) project. Rationalizing the VEC project, Governor Sullivan Chime had told an audience in Houston on June 28, 2014 that "we had started by visiting every community in Enugu State - all 472 of them, with a view to ascertaining the peculiar and pressing development needs of each. This initiative provided the very critical data base and working document with which the government embarked on the successful journey of development in all sectors and sections of the state, based strictly on the development needs of our people as chosen by them"[5]. A 60-member committee made up of Commissioners, Special Advisers, Senior Special Assistants, Special Assistants and Liaison Officers, was inaugurated on January 23, 2009. The committee was enlarged to include all members of the State House of Assembly, all democratically elected Local Government Chairmen and their Councillors. The whole essence was to ensure that no one was left out. The committee, which was subdivided into 17 teams, was charged, among other things, "to engage with all the communities in the state to identify their key developmental needs; on-going or planned projects, status of implementation etc., with a view to prioritizing actions of government to meet the identified needs".[6] Some of the most important outcomes of the visit as published by the State Ministry of

5. Sullivan I. Chime, *"The Engineering of the New Enugu State"*, keynote address at Enugu-USA 2014 Convention held in Houston, Texas on June 28, 2014, p. 4

6. Enugu State Ministry of Rural Development, VEC Document, p. 2

Rural Development include the following

I. VEC project made it possible for ordinary citizens, age grades, social clubs, women organizations, citizens in diaspora and other community-based organizations (CBOs) to actively participate in project initiation, planning, execution and monitoring.
II. Through VEC, the state was able to standardize community administration. Traditional and chieftaincy institutions are run based on Traditional Rulers Law; age grades, social clubs and town unions are run by Town Union Law; and, community vigilante is governed by Neighbourhood Watch Law.
III. The VEC project prioritized all the infrastructural and social needs of all the 472 communities of the state.
IV. Through VEC, every community was able to identify four most important of its key development needs.[7]

Dr. Eric Oluedo, a medical practitioner, and Chime's Commissioner for Rural Development who coordinated the VEC project, was upbeat about the success of the programme. "To really empower the traditional rulers in the state we bought them cars for the first time, and also enhanced their allowances. The traditional stool became attractive. Even the quality of town union presidents increased because of the reforms we carried out. At the last count we had about 47 professors and some retired permanent secretaries as town union presidents. It was no longer an all comer's affair", he said. Also appraising the success of VEC, Chuks Ugwoke, then Commissioner for Information said, "The good result was that Enugu State citizens began to invest confidence in government. They saw reason to believe that if government says it is going to do this, government will do it. It was the biggest plus for our government, and all the cynicism of the past turned to overwhelming support and goodwill for the government. You could see the commitment of our people to be part of government because they had been brought in through the VEC initiative. You could see our people going to any length to ensure that our government succeeded". Details of the VEC project are the subject of a different chapter in this book. Suffice it to say that VEC was a perfect example of inclusiveness in governance.

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7. Ibid p. 2-3

One of the sore points of governance in Nigeria today is persistent inability of most state governments to regularly conduct elections into local government administrations. Enugu State under Sullivan was an outstanding exception. He explains: "If you read the 1999 Nigerian Constitution, it will be clear to you that the drafters of the Constitution had in mind that there should be elected local government councils in the states. They even made provision in the Constitution for their funding. So from day one it was very clear that we needed to have democratically elected councils in the state, and we started immediately. We conducted the first local government election few months after my inauguration in 2007. We conducted four of such elections every two years before we left office - 2007, 2009, 2011 and 2013. It was also a way of ensuring citizens' inclusion; of ensuring that the people were allowed to have their real representatives at the local government level." The state also established by law the Elders' Council. The council provided an opportunity to interact with, and tap the wisdom of elder statesmen. "We had the opportunity to interact with people like Chief Christian Chukwuma Onoh, former Governor of old Anambra State, Justices Anthony Aniagolu and Nnaemeka Agu, former Justices of the Supreme Court of Nigeria, and Igwe Charles Abangwu. We involved everybody", Sullivan said. The membership of the council included all the former governors, former chief judges, principal officers of the Traditional Rulers Council, Justices of the Supreme Court (serving and retired) and other elder statesmen, with the governor as chairman.

Sullivan regards citizens' inclusion and participation in governance as one of his enduring legacies. Said he: "When I was campaigning for office I kept telling people that the legacy I would want to leave behind was the system, not necessarily the physical infrastructure. I love the system more because the system ensures that people are involved in governance. I pray that successive governments will continue the practice of involving the people in the decision-making process".

The town unions were properly and formally re-organized under the new Town Union Law, streamlining their duties and roles in governance and their relationship with the traditional rulers of their communities, thus making them an unofficial tier of government in the state.

PARTNERSHIP FOR DEVELOPMENT

Good governance entails enthronement of international best practices in governing processes. To achieve this, Enugu State sought and got the technical assistance of United Kingdom's

Department for International Development (DfID), which is the vehicle for the British government's commitment to fighting world poverty. DfID's work forms part of the global promise to meet the United Nation's Sustainable Development Goals (SDGs). DfID works in partnership with governments committed to the Sustainable Development Goals, with civil society and the private sector, etc. It also works with multilateral institutions like the World Bank, United Nations agencies, the European Commission, and many others.

DfID has had a long history in Enugu State, since 2001. Its initial engagement was the implementation of a set of reform programmes focused mostly on direct service delivery working with Ministries, Departments and Agencies (MDAs), and specifically within the health and justice institutions. These programmes came to a close in 2007- 2008. They were succeeded in 2008 by a suite of programmes referred to as State-level programmes, and some stand-alone programmes as well. The programmes, eight in all, are:

1. State Partnership for Accountability Responsiveness and Capability (SPARC)
2. State Accountability and Voice Initiative (SAVI)
3. Partnership for Transforming Health Systems (PATHS 2)
4. Education Sector Support Programme in Nigeria (ESSPIN)
5. Justice for All Programme (J4A)
6. Support to National Malaria Programme (SuNMaP)
7. Voices for Change (V4C)
8. Enhancing National Response to HIV/AIDS (ENR).

All the programmes apart from their service delivery components have a broad vision of supporting Nigeria and states' reforms that will ensure that its resources are used effectively and efficiently to achieve the Sustainable Development Goals (SDGs), and fight global poverty. The philosophy of building enduring systems has been the guiding principle for all the suite of programmes of DfID in Enugu State and other parts of Nigeria. DfID's Enugu office, in addition to the coordination of programmes' activities in the state, carries out policy dialogue and other catalytic interventions in Enugu and other South East States, to maintain the momentum of regional integration.

Various platforms were created to strengthen the engagement process in Enugu State. DfID signed a Memorandum of Understanding (MoU) with the Enugu State government in 2008

under Governor Sullivan Chime, which outlined the principles for the partnership engagement. Some of the DfID programmes also entered into different service level agreements with the state to suit their specific intervention areas. DfID further created coordination frameworks for consistent engagement and dialogue with the state. They consist of:

- Six-monthly dialogue sessions with the governor and the members of the State Executive Council. This was the first of its kind in the country, and the governor was commended for providing that platform that enabled mutually reinforcing dialogue between DfID and the Enugu State Government. These dialogue sessions were sustained throughout the administration of Governor Sullivan Chime.

- Quarterly State Steering Committee Meeting (SSC) comprising of Senior Responsible Officers of the state for specific sectors, and leaders of the various development partners operating in the state. This was initiated and facilitated by DfID to agree on policy direction, set joint agenda, plans and implementation platforms. It also provided a framework for harmonious working of development programmes in the state. Various DfID programmes provided support for the meetings till the end of the administration.

Some of the DfID programmes in Enugu State with their philosophy, activities and the successes recorded are discussed in detail below.

State Partnership for Accountability, Responsiveness and Capability (SPARC)

SPARC is a DfID-funded governance programme. It supports governance reforms in ten states of the Federal Republic of Nigeria of which Enugu is one. The other states are Lagos, Kaduna, Jigawa, Kano, Katsina, Yobe, Zamfara, Anambra and Niger.

SPARC's areas of support to Enugu State government included:

- **Policy, Strategy, Monitoring and Evaluation.** This addresses improvement in policies, planning and development of strategies for better policy implementation.
- **Public Financial Management.** This focuses on improvements in budgeting and management of public financial resources, including accounting and financial reporting, procurement, etc.
- **Public Service Management.** This programme addresses improvements in the civil

service and the management of all government activities, including change in areas such as organizational structures and systems, performance improvement, human resources management, and regulatory reforms that would lead to improved and efficient service delivery.

Achievements

SPARC supported the state to achieve the following:

- Improved policy and planning through the development of the Enugu Vision 4:2020 Medium Term Implementation Plan (ENVMTIP), which drives the effective implementation of the government's 4-Point Agenda.
- Sustained technical capacity improvement in the policy and strategy development process, and focused planning leading to the development of medium-term sector strategies (MTSS) in all the sectors, and more effective linkage of policy, planning and budgeting.
- Improved monitoring and evaluation through the development and implementation of a robust sector-based Performance Management Reporting (PMR) system.
- Improved budgeting through the development, adoption and implementation of best-practice medium-term budgeting tools such as - Fiscal Forecasting Model, Budget Profiling, Economic and Fiscal Update (EFU), Fiscal Strategy Paper (FSP) and Budget Policy Statement (BPS), work planning and cash management techniques.
- A more focused approach to internally generated revenue (IGR) management through the development and implementation of an IGR Improvement Strategy, backed with a robust implementation plan for sustained growth.
- Improved public procurement through the development and implementation of a procurement manual to make the Public Procurement Law (PPL) 2010 operational, as well as a value-for-money procurement strategy backed with an implementation plan.
- Significant improvement in preparing timelier and quality audit reports, due to sustained capacity building of the Office of the State Auditor General and the production and effective use of the revised Enugu State Audit Procedures Manual. The state government's accounts have been audited up to 2014.
- Clarified mandates and enhanced operation of ministries, departments and agencies (MDAs) through the development of mandate mapping for all MDAs, corporate planning for the Office of the Head of Service (OHoS) and Enugu State Economic

Planning Commission (ESEPC), as well as a state-wide Human Resource Management (HRM) Policy.

- Improved service delivery through the development and implementation of service charters in twelve (12) MDAs.

State Accountability and Voice Initiative (SAVI)

SAVI is also a DfID-funded governance programme. SAVI's areas of support to Enugu State under Sullivan Chime were delivered through five outputs.

1. **Sector Policy Advocacy**
   Supports civil society to demonstrate a replicable and sustainable approach to issue-based policy advocacy and monitoring.
2. **Participatory Budgeting and Planning**
   Supports civil to demonstrate a replicable and sustainable approach to facilitating public involvement in government budget and planning processes.
3. **Inclusive Social Accountability**
   Supports platforms for more open and inclusive systems of communication and improved understanding of roles and responsibilities among citizens, civil societies, media, State House of Assembly and government.
4. **Legislative Systems Strengthening**
   Supports the State House of Assembly to achieve improved systems of transparency, public engagement, representation and financial oversight in State Houses of Assembly.
5. **Influencing Sustainable Voice and Accountability Partnerships**
   Sharing with other development partners to take forward a more sustainable and replicable approach to strengthening voice and accountability.

Achievements

SAVI helped Enugu State to achieve the following:

- Improved sector policy formulation processes, implementation and monitoring in three (3) MDG related sectors.
  - **Education**: Inclusive education policy formulation and implementation with civil society participation from zero draft to implementation and monitoring.
  - **Health:** Free maternal child health policy implementation monitoring with civil

society, which highlights weaknesses in the system for government to strengthen.

- **Environment:** Monitoring the extent of implementation of ESWAMA laws and policy to enhance sanitation and hygiene through civil society advocacy partnerships.

- Improved participatory budget and planning processes in the state through:
  - Creating platforms for bilateral and multi-lateral interactions, e.g. Legislative Executive dialogues, public policy dialogues, civic education on budget, annual budget performance monitoring and project delivery monitoring. The feedback from these engagements helped government to plan better and deliver improved services to the citizens.
  - Capacity building and empowerment programmes for civil societies for improved government engagement in policy, budget and planning processes.
  - Media organizations' capacity for self-assessment which opens space for media organizations to improve on ethics and practices, and increase social responsibility and accountability by creating opportunities for civic education programmes on citizens' roles and responsibilities in the governance process; sensitizing citizens on critical government policies and laws; and other programmes that allow citizens to channel their concerns, priorities and views to government, and also allows citizens' feedback for quality governance.
- Initiated Legislators' Constituency Outreach Programmes in 11 out of 24 constituencies of Enugu State, leading to improved public engagement and constituency representation in the state through the following:

a) Induction of members and support staff of the House.
b) Clarified mandates and terms of references of various departments of the State House of Assembly.
c) Supported the equipping of the State House of Assembly with information and communication technology to enhance public access and communications.
d) Progressively improving the quality of budget scrutiny and oversight by the State House of Assembly, through establishment of the legislative budget office and various capacity-building support. For example, the State House passed the state budgets in the last 2-3 years without arbitrary increase in the budget figures.
e) Progressive improvement in the quality and process of legislative formulations by the State House of Assembly, by creating an enabling environment for key stakeholders

(including the justice sector) to make technical inputs into the formulation as best practice demonstrations.

Justice for All Programme (J4A)

The Justice for All programme (J4A) is targeted towards improved personal security and access to justice for all Nigerians. The philosophy is to work with key justice actors from the supply-side and the demand-side to improve the capability, accountability and responsiveness of the justice sector. J4A has worked with counterparts to develop 'models' of good practice which deliver improved services to users, and thereby enhance respect and confidence in the agencies. J4A engaged with the agencies to encourage duplication of good practices to multiply impact. The programme has four technical components with the following objectives:

1. More effective and accountable policing services.
2. More effective and equitable access to justice.
3. More effective and strengthened anti-corruption agencies.
4. Cross sector coordination and external oversight enhanced.

The aspect of the government agenda addressed by the programme is safety and security, particularly supporting the rule of law and ensuring that the rights of Nigerian citizens are protected and respected. The programme has a gender and pro-poor slant in many of its interventions, with a focus on providing affordable justice services to all citizens, especially women and the poor. This includes speedy dispute resolution systems as well as free safety and security services. The importance of just and fair dispute resolution systems is recognized as a key building block of commercial activity.

Achievements

1. Development of a 'model police station' at the Central Police Station in Enugu, with a full range of functioning services including crime reporting, investigation, suspect treatment, juvenile, women's and children's unit, intelligence unit and community safety partnership. Engagement with the Nigeria Police Force (NPF) to roll out many of the successful initiatives to five other police divisions.
2. Capacity building for multiple voluntary policing sector (VPS) service providers in Enugu, including the provision of training, equipment and mentoring. Support to

establish Community Accountability Forums for the VPS and creating NPF/VPS forums

3. Development of capacity and services in four 'pilot' Customary Courts and five 'pilot' Magistrates Courts. Specific focus on improving efficiency and speed of delivery of justice by the courts, as well as enhancing court user treatment and maintaining effective and useful record keeping systems.
4. Building the capacity of the Citizens Rights and Mediation Centre (CRMC) to provide more effective mediation and human rights services to users. This very cheap dispute resolution system is proving very effective in resolving disputes quickly without destroying the relationship between disputants.
5. Development of a Community Paralegal and Village Mediation Programme in two local government areas, in coordination with a local civil society organization, enabled local solutions to disputes and contributed to the peace and harmony of rural communities.
6. Building capacity and supporting specific initiatives of the Enugu State Justice Reform Team (ESJRT). The team operated throughout the J4A period, having been established in 2002, and had contributed to a large number of justice reform activities in its building capacity, and supporting specific initiatives.

Education Sector Support Programme in Nigeria (ESSPIN)

ESSPIN is an education reform partnership programme between Enugu State Government and the United Kingdom Department For International Development (DfID).

ESSPIN supported and worked with Enugu State to transform the education sector and ensure that the system operates efficiently and effectively. The overall goal was to improve education service delivery to facilitate the attainment of the Sustainable Development Goals (MDGs), especially the ones that relate to education, and the state's human capital development agenda.

ESSPIN's support focused on three key areas:

1. School Quality. Helping schools to produce children who are literate, numerate and self-reliant in line with the state's education goals. This aspect focused on:
   a. Infrastructure development/improvement.
   b. Training and supporting head teachers to lead and manage their schools effectively.
   c. Training and supporting class teachers to be competent at delivering lessons, especially in literacy and numeracy.
   d. Provision of instructional resources.
2. Community engagement and learner participation with focus on:

   a. Establishing and developing School-Based Management Committees (SBMCs).
   b. Training and Mentoring SBMC members to support school improvement.
   c. Building the capacity of civil society organizations (CSOs) to mobilize and support communities and other non-state stakeholders to contribute to school improvement.
3. Enhancing capacity of state and local governments to effectively manage basic education with focus on:
   a. Improved planning, budgeting, budget execution, performance monitoring and reporting.
   b. Improved service delivery at MDAs, LGEAs and schools.
   c. Improved school support and quality assurance services at state and LGEAs.

Achievements

During the School Improvement Programme (SIP) pilot involving 91 public primary schools in Udi LGA and 30 mission schools with DfID funding, the following were achieved:

1. Provision of potable water through motorized boreholes to ten schools.
2. Construction of VIP toilets and hand wash facilities in ten schools.
3. Construction and furnishing of three-model classroom blocks in five schools.
4. Training of 121 head teachers to manage their schools effectively
5. Training of 503 teachers to be competent in delivering English and Mathematics lessons.
6. 121 schools received two school grants at an average of ₦150,000 per annum (the exact sum depending on school size) to improve teaching and learning.
7. Trained and supported twelve State School Improvement Teams (SSIT) over a two-year period, to develop the capacity of 38 School Support Officers to provide in-service training to teachers and head teachers.
8. A total of 121 SBMCs were established and supported to be functional. Also, 1,815 community members were trained and mentored to participate in school improvement.
9. Literacy and Numeracy lesson plans developed and provided to all teachers in classes 1-3.
10. Learning outcome benchmarks in literacy (English) and numeracy (Mathematics) for Primary 1-6 developed, produced and distributed to schools.

SBMC Policy and Guidebook developed, produced and distributed to schools.

Roll out of School Improvement Programme (SIP)

Total coverage of all the 1,223 public primary schools with school improvement activities commenced in the 2014/2015 school year. The following results were recorded in the rollout phase:

1. Successful training and support of 34 State School Improvement Team (SSIT) members to provide in-service training to school support officers, head teachers and class teachers in a cost-effective manner.
2. Successful training and support of over 200 school support officers from LGEAs to train head teachers and class teachers.
3. Successful training and support of over 34 social mobilisation officers from LGEAs to support the development and functionality of SBMCs.
4. Successful training and accreditation of 49 Quality Assurance Officers in the Ministry of Education and Enugu State Universal Basic Education Board (ENSUBEB), to conduct quality assurance evaluation in primary and secondary schools.
5. Establishment of 96 SBMCs, functioning and mobilising resources to support their schools.
6. Successful training of 4,436 teachers to deliver effective lessons, especially in English and Mathematics.
7. Successful training of 1,223 head teachers to be effective in leading and managing their schools.
8. A total of 502 State and LGA officials received various forms of professional capacity development.
9. Over 20,000 copies of full literacy and numeracy lesson plans developed, printed and distributed to all teachers in primary classes 1-3 to ensure improved teaching and learning.
10. Over 4000 copies of the SBMC Policy and Guidebook developed, printed and distributed to schools to guide community participation in education.
11. Support to Ministry of Education to conduct annual school census regularly, analyse, and produce reports since 2010.
12. Support to Education MDAs to regularly revise and update Medium Term Sector Strategy (MTSS) to guide education budgeting and expenditure since 2010.
13. Evidence of government buy-in as reflected in massive construction and renovation of classrooms and provision of other facilities in schools throughout the state, thereby creating better learning environments.
14. Evidence of local government support as reflected in five LGAs meeting the financial

obligations for the provision of hardware for Integrated LGEA Data Base. The benefiting LGAs are Udenu, Enugu East, Nkanu East, Oji River and Igbo-Eze North.

Outcomes/Impact of SIP in Public Schools

- Schools are becoming better as centres of learning.
- Head teachers are leading and managing their schools more effectively.
- Communities are getting more active in supporting their schools through the activities of the School Based Management Committees-it is estimated that communities contributed no less than ₦200 million to school improvement in the 2014/2015 school year, following the mobilization efforts of the SBMCs throughout the state.
- Class teachers are becoming more competent in delivering lessons, especially literacy (English) and numeracy (Mathematics).
- School Support, Quality Assurance and Social Mobilisation officers are becoming more effective in supporting and monitoring schools and communities.
  There is improved learning by children as a result of the combined effects of all the above.

Partnership for Transforming Health Systems (PATHS 2)

PATHS 2 is a health system development project funded by DfID in Nigeria. The initiative provided direct technical support to the Enugu State Ministry of Health towards improving planning, financing, and delivery of sustainable and replicable pro-poor health services for common health problems.

With emphasis on public-private partnership (PPP) arrangements during the extension, PATHS 2 worked to achieve the following specific objectives:

- Improve health sector governance and management systems;
- Develop a model for delivery of quality maternal and child health services;
- Increase health system accountability and responsiveness;
- Strengthen the capacity of citizens to make informed choices about prevention, treatment and care;
- Train staff and develop new incentive packages to retain doctors and nurses in the poorest areas and,
- Efficient and better-managed flow of drugs across the state at the right place, at the right

time and in the right quantity.

Achievements

PATHS 2 recorded the following achievements in Enugu State under the Sullivan Chime administration:

1. Renovation of 27 health facilities across the state, leading to improved maternal and child health service provision.
2. Provision of drugs and equipment worth over ₦1.5 billion through the drug revolving fund programme, thereby eliminating "out of stock" syndrome, and making drugs available all year round across the facilities.
3. Supply of twenty 20KVA generators and 33 inverters to health facilities across the state to provide alternative power supply, making it possible for health facilities to provide 24-hour services.
4. Provision of obstetric care equipment, including seven ultrasound machines to seven district hospitals, for easy diagnosis and treatment of emergency cases.
5. Provision of laptop computers to all LGA monitoring and evaluation officers for easy and quick transmission of data leading to improved data collection for health decision-making.
6. Training of over 1,687 health workers on Advanced Life Saving Skills (ALSS), Focused Antenatal, Post Abortion Care (PAC), Integrated Management Childhood Illness (IMCI), Family Planning (FP), Maternal care, Referrals and HIV/AIDS, and management of childhood illnesses, making it possible for women and children to have access to better health care across the state.
7. Establishment of over 135 Facility Health committees in different health facilities to give voice to community and to hold people accountable.
8. Conduct of over 4000 community events to improve knowledge of community members on key maternal and child health issues and the benefits of using facilities for health care.
9. Establishment of pregnant women support groups in over 300 communities and churches, to promote on-time referrals and facility-based delivery.
10. Formation of active linkages between traditional leaders, religious leaders and health workers to drive uptake of maternal and child health services from the communities.
11. Continuous airing of ten (10) radio Public Service Announcements (PSAs) to increase

knowledge on maternal and child health.

12. Establishment of the Volunteer Health Workers scheme as a stopgap measure to boost availability of qualified health work force at facility level.
13. Deployment of NYSC doctors to rural health facilities based on evident health needs.
14. Development of the Strategic Health Development Plan (SSHP).
15. Establishment of a human resource for health information web-based system.
16. Development and implementation of annual operational plans for the 17 LGAs, in line with the priority areas of the state.
17. Development of a state health financing policy and strategic plan.
18. Printing of the NHIS version 2013 health facility registers.
19. Development and revision of the Enugu State Public-Private Partnership Policy.

Support for National Malaria Programme (SuNMaP)

Support for National Malaria Programme (SuNMaP) is a United Kingdom's DfID programme aimed at strengthening the federal government and states' efforts to effectively and efficiently control malaria scourge. In Enugu State, SuNMaP worked with the Sullivan Chime administration through the State Ministry of Health (SMoH) and the State Malaria Elimination Programme (SMEP), to strengthen the existing health system, and to support the efforts of the state towards achieving the health MDGs, particularly the grave contributions of malaria to the overall well-being of people in Enugu State. SuNMaP supported the state government to strengthen malaria control delivery efforts at both state and LGA levels in six areas:

1. **Coordination:**
   Improvement of capacity for policy development, planning and coordination at State, and LGA levels.
2. **Harmonization:**
   Effective harmonization of all agencies' support for the malaria sub-sector at state and LGA levels.
3. **Prevention:**
   Increase population coverage of effective measures for the prevention of malaria.
4. **Treatment:**
   Improvement of access of the population to effective treatment of malaria.
5. **Demand Creation:**
   Improvement of community awareness and demand for effective malaria treatment

and prevention.

6. **Monitoring and Evaluation:**
   Support of operational research into key areas of prevention and treatment to provide the evidence base for more effective intervention strategies.

Achievements

1. Training of 733 health workers on programme management and strengthening of the coordination function of the SMCP for effective and efficient malaria control.
2. Development of Malaria Control Costed Annual Operational Plans (AOP) 2013, 2014 and 2015 that guides implementation of malaria intervention activities across the state and supported the implementation and review of 2013 and 2014 plans.
3. Enhancing the performance of health workers and improving service delivery process through On-the-Job-Capacity-Building (OJCB), complimentary to routine Integrated Supportive Supervision (ISS). Supported the state to develop a robust ISS Framework and tools; trained the health workers on the administration and use of these tools and supported ISS/OJCB visits to health facilities.
4. Mobilization of resources around training, community and routine commodity distribution, and establishment of Public Private Partnership arrangements to strengthen efforts of state malaria control interventions.
5. Strengthening the implementation of malaria prevention interventions through the routine distribution of DfID procured free Sulphadoxine Pyrimethamine (SPs) and Long Lasting Insecticidal Nets (LLINs) at antenatal clinics (ANCs) and routine childhood immunization channels. A total of 146,450 units of LLINs and 237,270 doses of SPs were distributed to pregnant women and children at beneficiary health facilities across the state. Training of 90 nurses and midwives on the current practices in the prevention and treatment of malaria among pregnant women.
6. Strengthening of proper diagnosis and treatment of malaria cases through the training of 567 health workers on case management of malaria, and additional 256 primary health facility workers trained on the use of Rapid Diagnostic Test Kits for proper identification and treatment of malaria cases. Twenty-seven (27) laboratory scientists trained on malaria microscopy, and constituted the core team for the establishment of a malaria diagnosis quality assurance process for the state. Twenty units of microscopes have also been provided for this purpose.

7. Development and review of appropriate media/advocacy communication materials, engagement of three radio stations (ESBS, Radio Nigeria, and Dream FM) for the airing of jingles and special programmes on ACTs, LLINs, SPs & HMM with more than 2,000 spots aired. Support to advocacy and community mobilization activities through community dialogues, awareness campaigns, road shows, advocacy visits to opinion and religious leaders, etc.
8. Strengthening of Health Management Information Systems (HMIS) and routine data reporting by the state and LGAs. Over 1,004 health workers were trained on Malaria Commodity Logistics System (MCLS). Appropriate tools were provided to 255 HFs to enhance adequate malaria indicator data reporting.

Enhancing National Response to HIV/AIDS (ENR)

ENR worked with Enugu State Government to reduce new HIV infections and mitigate the impact of AIDS. Specifically, ENR's support under the Sullivan Chime administration was aimed at strengthening the stewardship for sustainable and effective multi-sectorial HIV prevention response by federal and state governments; improving institutional and technical capacity of the civil society to engage in HIV and AIDS prevention and care and support interventions; improving knowledge, change in attitudes and availability of commodities conducive to safer practices for effective HIV and AIDS prevention. It closed out in December 2013 but continued with an experimental social/commercial marketing of condoms.

Voices for Change Programme (V4C)

This was a transformational and attitudinal change programme, tackling underlying systemic and structural causes of gender inequality and exclusion of adolescent girls and women (AGW) in Nigeria. The programme targets, amongst others, to build and improve the personal skills of 20,000 AGW and 12,000 boys and men between the ages of 16 and 25 years in post-secondary institutions through the implementation of physical and virtual safe spaces; reach a community of 2.75 million people to challenge gender discrimination through improved knowledge about, and attitudes to girls and women's issues.

Enugu State, under Sullivan Chime, took its relationship with development partners seriously. It set up a committee under the chairmanship of the Secretary to the State Government (SSG) to coordinate all the donor support to the state. Mr. Dan Nnanyelugo Onyishi, the Executive

Secretary of the Enugu State Economic Planning Commission, elaborates on the nature of partnership with the donor agencies. "DfID was our strong partner for eight years. But basically, the intervention was in the area of reform and human capacity building. In public financial management, they supported the State in the areas of policy formulation and planning, monitoring and evaluation. They supported us also in public service improvement. One key thing I can tell you was that their intervention in the state helped us improve on service delivery. They supported us in carrying out our mandate, and also supported the Office of the Head of Service to review and publish the service mandate.

"One major outcome from DfID support was an improved system, and strengthening of institutions of government. This affected our service delivery. Enugu civil servants beat their counterparts all over the federation because of their relationship with DfID. That was because DfID invested a lot of money in building capacity and in reforming the system".

A grateful Governor Sullivan Chime corroborated this thus. "We are truly thankful to DfID for their support to my administration. Through its different programmes, they impacted on what we did in terms of systems improvement and training."

CREATION OF ENUGU CAPITAL TERRITORY DEVELOPMENT AUTHORITY (ECTDA)

The Enugu Capital Territory Development Authority (ECTDA) was established in line with the focus of the state government to have a clear and robust structure that would ensure good governance. ECTDA was specifically designed to harmonize urban growth patterns, both developmental and regulatory, within the three local government areas of Enugu East, Enugu North and Enugu South that make up the city of Enugu. The creation of the authority made it possible for the state to have a coordinated development pattern within the three local government areas regarding housing, road construction, transportation and environment. This initiative eliminated the misunderstanding between different government agencies as to their responsibilities. It also cleared doubts in the minds of the citizens on who to deal with or transact official businesses with. For example, if a telecommunication operator wanted to lay a cable across a road, it would ordinarily approach the Ministry of Works for an approval. The company would still have issues to resolve with the Ministry of Water Resources, Ministry of

Environment and other related government agencies. ECTDA removed these bottlenecks by becoming a one-stop approval agency in the city.

"When one gets an approval from ECTDA, it will be an approval of the Enugu State government encompassing all the approvals of all the government ministries and agencies involved in regulating urban development in the State", said Engr. Ikechukwu Ugwuegede, the administration's Commissioner for ECTDA.

ECTDA was empowered by law to be the implementation and regulatory arm of all the agencies that had anything to do with urban development. Statutorily, the board of the agency is made up of representatives of Departments of Lands and Town Planning, Ministries of Works, Housing, Transport and any other government agency that had anything to do with urban development in the three local councils in the city of Enugu. The structure ensures that, before the authority gave an approval, every ministry and agency represented in the board must have an input.

ECTDA was created by statute during the tenure of the Chime administration. According to Ugwuegede, "there is no exact equivalent of it in other states". The statute was such that there was to be no clashes between the local councils in the city, the authority and the ministries. The councils utilized the board to drive issues that were important to them, while the board used the platform to discuss common interests and concerns, thereby strengthening institutional relationships. ECTDA has no regulatory standard of its own, but upheld and enforced the standards of the different ministries and agencies represented on its board. It was the clearing house of all the MDAs.

"In 2011 when I took charge, the authority was two years old by law, but slightly less by activity", said Ugwuegede. Government sped up the relevance of ECTDA by engaging the public into a wider understanding of its role. The authority was hitherto viewed as another regulatory agency confined to primarily finding faults and punishing defaulters. But the vision of the crafters of the law establishing the authority was about development primarily. The law had defined the physical scope to include the three local government areas within the city and had also given the administrative depth to make it a multi-ministerial agency. It was concerned about the totality of Enugu as a city. According to Ugwuegede, "we therefore asked ourselves,

that if the city were owned by one man, how would he look after it, in searching for the devolution and direction of the development vision in the Law of the Authority?"

ECTDA looked at the city's infrastructure to determine whether some of them were in their best locations. For example, the Nigerian Infrastructural Advisory Facilities (NIAF) assisted the state with logistics in the development of a plan for the relocation of the Nigerian Prisons, Enugu, which was situated in the centre of the business district of the metropolis. It was the role of the government to determine what would be done with the land if and when eventually the prison is relocated. The state had planned to turn the area into a Central Business District (CBD) that would include upscale hotels.

Another concern of the ECTDA was to fashion programmes and policies that would properly locate various trades in the appropriate environment. For example, along Zik Avenue, there were various artisans engaged in the aluminum trade, carrying out metalwork and welding workshops within residential areas. Residents of the area were certainly inconvenienced because they were disturbed by the noise coming from activities of these artisans. In collaboration with the Ministry of Lands, a plan was conceived to relocate them to a well-defined and properly situated piece of land in Emene where the trade would be encouraged and would flourish without any hindrance.

The ultimate agenda of the ECTDA in this regard was to get government to provide land for different businesses. This is to ensure that the businesses are located in appropriate areas suitable for their peculiar activities. The authority secured plans and sites for the building material market, hitherto sprawling from the edges of Kenyatta Market in Uwani towards the Timber Market and beyond, engulfing and blighting the residences all around the area, to relocate to Ugwuaji.

A furniture village was proposed in the depths of Iva Valley where there was once a thriving government owned Vanguard Industries and which was suitably located to ensure minimum disruption with the city centre by utilizing the link road it had with the Enugu - 9th Mile express way. The plan was to reinvigorate the government-owned Nigerian Construction and Furniture Company, N.C.F.C., to act as a central pivot company within the cluster and then develop the surroundings to attract and cater to the various private furniture related establishments.

Government had already identified a site for the relocation of all mechanics within the city to a mechanic village in Akegbe-Ugwu, in the outskirts of Enugu.

"The roads must be free for traffic to move. The amount of time it takes to move from place to place within the city is a measure of urban efficiency", said Ugwuegede. This was the guide in the traffic-management activities of the authority. There existed regulations on road use and the authority had the mandate of ensuring compliance. With a large population of impatient commercial vehicle drivers, there is a tendency to commit driving and traffic errors and a relatively heavy fine for these offences. It was a mix set for collusion and corruption of the enforcement agents of government. Some of them were poorly remunerated and were also unsure of their career status as they were ad-hoc staff and not civil servants. Intensive training, in collaboration with the Federal Road Safety Corps (F.R.S.C.), Enugu Command, was the first order in capacity building of staff of the authority.

ECTDA did not initiate new rules in town planning because the rules already existed. The authority occasionally stopped the Ministry of Lands or other ministries from issuing approvals that did not conform to the original master plan of the city for fear of infractions. The authority sees the city as an organic being, which continues to grow. There are new areas for development that are not within the anticipation of the original master plan. The authority was confronted with one of such situations when it had to reject the request for approval for the renovation of the governor's residential building because the area is not supposed to have structures with more than two floors. It did not have to show consideration because the owner of the building plan is the governor. Ugwuegede defended the decision by saying: "I saw it as a test. The governor wanted to know if we were doing our job". The approval was later given when the authority was convinced that the plan did not have a third floor.

ECTDA had occasions to knock down houses belonging to the poor, the rich and the powerful. Its focus was to ensure that constructions were not in breach of development guidelines. The building approval process involves big decision-making. It determines what should be built and what cannot be built. The government wanted building approval to be based on a holistic document, the Building Approval Manual. However, it was unable to produce that document before the end of the tenure of the administration. Ugwuegede said that he enjoyed tremendous freedom working with Governor Sullivan Chime because he gave him broad

guidance and not detailed regulation. He needed to clear policy issues with him, but not implementation. He did not need his permission to approve building A or B for example. That was why the governor's own building remained unapproved until he met the necessary conditions. He said that many individuals, including members of the State House of Assembly and members of the Executive Council, reported him to the governor. However, they stopped with time because he would usually tell them to find out what they needed to do, and do it. The commissioner further said that the governor sometimes thought that he was slow in handling certain issues. In this case, he believed that government should be methodical in its approach. The authority took their time in the removal of a building owned by the Mountain of Fire Christian Ministry. The building was so bad that it became a case study in urban planning courses. Critics of the demolition were not talking about what would have happened if that building had collapsed.

Other highlights of ECTDA's achievements under Sullivan Chime include the following: Enugu pay-and-display project for state traffic management system; special development control team on illegal buildings, buildings on water ways and street trading; and, automation of the building plan approval process by capturing of all building plans in the system. Others include data gathering on the number of communication masts, petrol filling stations, and the number of banks and hotels. This was done to inform development patterns in the capital city, and to guide approval limits, compilation and checking of incessant creation of miscellaneous plans that are distorting the city master plan. There was also the rehabilitation of slums in Enugu metropolis like the case study of Obiagu, procurement and location of new bus shelters in Enugu, building of city structural icons at strategic locations, opening of all identified blocked access in the city in line with the already existing master plan, etc.

THE 100 RESILIENT CITIES CHALLENGE

Enugu State had reached out to donor agencies for funds and technical assistance in developing Enugu city. The Nigerian Infrastructural Advisory Facilities (NIAF) was very helpful. The body advises governments on development projects. It was the NIAF that informed ECTDA of the "100 Resilient Cities (100RC) Challenge". Resilience is defined as the ability of a city to recover from shocks and the stress of urban nature like tidal waves, tsunamis, fire, power outages, unemployment, economic jolts, etc.

Founded by the United States of America-based Rockefeller Foundation, the challenge is "dedicated to helping cities around the world become more resilient to the physical, social and economic challenges that are a growing part of the 21st century" [8]. According to 100RC, it "supports the adoption and incorporation of a view of resilience that includes not just the shocks - earthquakes, fires, floods, etc. - but also the stresses that weaken the fabric of a city on a day to day or cyclical basis. By addressing both the shocks and the stresses, a city becomes more able to respond to adverse events, and is overall better able to deliver basic functions in both good times and bad, to all populations" [9].

Convinced that winning the challenge would give visibility and bring partnership status to it, the state accepted to compete in the challenge. "As far as I am concerned, every Third World city is a resilient city. They routinely experience these stresses and shocks, albeit, they have gotten so used to them. Poverty is stress and infrastructural failure is shock. The failure of the Abakpa Nike Bridge was an infrastructural shock. It cut off 25 percent of the population of the city. It needed to be reconstructed immediately, and the Ministry of Works restored it in 20 days. The Rockefeller Foundation was interested in systems and programmes, and not projects. It was the synergy of the agencies, and not the act of cleaning up the flood, that the organizers were interested in. ECTDA was involved in systems and processes, and not in projects. The competition was a very elaborate programme", Ugwuegede said.

The organizers needed to know if there was cohesion between the city and the stakeholders in the development of the city. ECTDA gave them its law to demonstrate that it has the approval

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8. www.100resilientcities.org

9. Ibid

of the highest decision-making body, the State Executive Council. The authority showed its relationship with the constituent parts of the city like the Chamber of Commerce, the building material group, and the intermingling of every group in city development. After the submission of formal application documentation, there was an interview session with the commissioner who spoke with the officials of 100RC in New York. He told them that African cities already live with so much stress and shock from poverty, unemployment, power outages, etc. and that all their cities are resilient. He needed to win the challenge as a validation of the job ECTDA had done, and processes they had put in place. He said that the opportunity was like taking an external examination. "One can examine and grade oneself as much as one wants, but an external examination is more objective and a more important source of validation", he said. After a few days, he received an email informing him that Enugu City has been enlisted as one of the world's 100 resilient cities. He was very elated, especially when one considers that older and more resourced cities entered for the competition. In West Africa, only three cities, Accra, Enugu and Dakar were approved in that batch. Other cities that got enlisted in Africa included Dar es Salaam, Kigali and Durban. Worldwide, there were 330 applications and only 32 were successful in the first batch; among them were four cities in Africa. This first batch of 32 cities was selected in December 2013. For the second batch, it selected 35 cities including Enugu in December 2014. The last exercise to select the last 33 cities to complete the enlistment was yet to be carried out before the end of the Chime Administration. According to a statement posted on its website, the 100RC states that "members of the 100 Resilient Cities team and a panel of expert judges reviewed over 1000 applications from prospective cities. The judges looked for innovative mayors, a recent catalyst for change, a history of building partnerships, and an ability to work with a wide range of stakeholders". Today, Enugu and Lagos[10] are the only Nigerian cities that have 100RC status. On the whole, there are now eight African resilient cities - Accra, Addis Ababa, Cape Town, Dakar, Durban, Enugu, Lagos and Nairobi. The final list of 100 Resilient Cities[11] are as follows: Accra (Ghana), Addis Ababa (Ethiopia), Amman (Jordan), Athens (Greece), Atlanta (United States), Bangalore (India), Bangkok (Thailand), Barcelona (Spain), Belfast (Northern Ireland), Belgrade (Serbia), Berkeley (United States), Boston (United States), Boulder (United States), Buenos Aires (Argentina), Byblos (Lebanon), Calgary (Canada), Cali (Colombia), Can Tho (Vietnam) and Cape Town

10. Lagos was selected in the last exercise in May, 2015

11. www: 100resilientcities.org

(South Africa). Others are: Chennai (India), Chicago (United States), Christchurch (New Zealand), Colima (Mexico), Da Nang (Vietnam), Dakar (Senegal), Dallas (United States), Deyang (China), Durban (South Africa), El Paso (United States), Enugu (Nigeria), Glasgow (Scotland), Greater Manchester (England), Greater Miami and the Beaches (United States), Guadalajara Metropolitan Area (Mexico), Haiyan (China), Honolulu (United States), Huangshi (China), Jaipur (India), Jakarta (Indonesia), Juarez (Mexico), Kigali (Rwanda), Kyoto (Japan), Lagos (Nigeria), Lisbon (Portugal), London (England), Los Angeles (United States), Louisville (United States), Luxor (Egypt), Mandalay (Myanmar), Medellin (Colombia), Melaka (Malaysia), Melbourne (Australia), Mexico City (Mexico), Milan (Italy), Minneapolis (United States), Montevideo (Uruguay), Montreal (Canada), Nairobi (Kenya), Nashville (United States), New Orleans (United States), New York City (United States), Norfolk (United States), Oakland (United States), Panama City (Panama), Paris (France), Paynesville (Liberia), Pittsburgh (United States), Porto Alegre (Brazil), Quito (Ecuador), Ramallah (Palestine), Rio De Janeiro (Brazil), Rome (Italy), Rotterdam (The Netherlands), Salvador (Brazil), San Francisco (United States), San Juan (Puerto Rico), Santa Fe (Argentina), Santiago De Los Caballeros (The Dominican Republican), Santiago Metropolitan Region (Chile), Seattle (United States), Semarang (Indonesia), Seoul (South Korea), Singapore (Singapore), St. Louis (United States), Surat (India), Sydney (Australia), Tbilisi (George), Tel Aviv (Israel), The Hague (The Netherlands), Thessaloniki (Greece), Toronto (Canada), Tulsa (United States), Vancouver (Canada), Vejle (Denmark), Washington, DC (United States), Wellington City (New Zealand), and Yiwu (China).

The listing of Enugu city as one of the 100 resilient cities in the world was a profound endorsement of the efforts of the Sullivan Chime administration. It was a big validation, and the authority was happy to prove to the world that Enugu was working. "The achievement was not only due to the operations of the ECTDA. Credit should go to the government and governance in the state. When the administration came in, there was total lack of structure everywhere. We had to immediately put facilities in place; fire service, road system, bus service system, streetlights, waste management agency and other infrastructures. We did so much to revamp Enugu and get it to be the way it should be", Chime enthused.

The 100 Resilient Cities Challenge was not a fund intervention programme. It projects that in the next 20 years, about 65-70 per cent of humanity will be living in cities. The concern of the

Rockefeller Foundation is in the efficiency of these cities, which a disproportionate number of mankind will reside in. They are concerned with how they can help make these cities become efficient, functional and livable. They have matching funds for any city that directs up to 12% of its budget to resilient purposes. Such city will become eligible for grants, resident office, and access to information and publicity from the Rockefeller Foundation. Cities in the 100RC network are provided with resources necessary to develop a roadmap to resilience along four main pathways.[12]

1. Financial and logistical guidance for establishing an innovative new position in city government, a Chief Resilience Officer, who will lead the city's resilience efforts;
2. Expert support for development of a robust resilience strategy;
3. Access to solutions, service providers, and partners from the private, public and civil society sectors who can help and implement their resilience strategies; and
4. Membership of a global network of member cities who can learn from and help each other.

To reap these benefits, the succeeding administration in the state was expected to take necessary steps to establish a resilience desk, appoint a Chief Resilience Officer in line with 100RC guidelines, and continue with the robust resilience strategy of the Chime Administration in Enugu City. Regrettably, two years after the Chime administration, Mr. Michael Berkowitz, President, 100 Resilient Cities in a letter dated April 14, 2017 and addressed to the government withdrew Enugu's status as a resilient city due to the inability of the state government to cope with the challenges of the partnership. "Based on our interactions with the City of Enugu over the past two years, and our inability to gain traction with city leaders, we are unconvinced of the city's ability to commit to implementation of this rigorous programme. As such, we are no longer positioned for further investment in this engagement. We regretfully come to this conclusion, but we also understand this is a unique partnership that will not suit all cities"[13], Berkowitz said.

BUDGETING, PLANNING AND FISCAL MANAGEMENT

The Sullivan Chime administration realized early that efficient budgeting, planning and fiscal

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12. www: 100resilientcities.org

13. See appendix for the full content of the letter

management is key to the implementation of its development agenda. It therefore set out to re-organize its Board of Internal Revenue (BIR). The major innovation at BIR was the automation of revenue collection processes at the board. Before 2008, the board was completely run manually. The entire internally generated revenue profile of the state was about ₦50 million monthly. After six months in office, the Chairman of BIR, Felix Chime, a chartered accountant, did a comprehensive report to the State Executive Council in August 2008 and presented his plans for the board. The approval of his work plan by the Executive Council provided the impetus to kick-start the automation of the revenue collection processes.

Vehicle license renewal and some other simple automation were the first to be implemented. As at the time, vehicle license renewal in the state was yielding revenue of about one hundred and fifty thousand naira (₦150,000) monthly, and the state was paying an average of ₦35 million monthly to the Nigerian Printing and Minting Company for the printing of vehicle licenses and other security documents. Lack of efficient process meant that from January to September 2008, the board made ₦1.8 million in internally generated revenue. But with the automation, the board generated ₦33 million between October and December 2008. Thereafter, the Board made an average of ₦20 million per month from vehicle license renewal.

Encouraged by the success it recorded from vehicle license renewal, BIR gradually moved to automate every other revenue window in the state. It carried other innovations like Auto Insure, where every vehicle registered was insured automatically by the system. This became another source of revenue because the state gets 10% withholding tax from insurance companies on every vehicle insured. Introduction of the auto inspector followed. It was a very innovative system in the sense that one could key in a vehicle number, and the number would show details of the owner of the vehicle, when it was registered and the type of vehicle etc. One would get an alert as soon as he or she registered a vehicle. It also became a source of revenue for the state. It was getting an average of ₦100 per alert from the service providers. These processes allowed the board to have a complete package on everything about vehicle registration.

By the end of 2008, the state's internally generated revenue was in the neighbourhood of ₦2.8 billion on taxes only. E-receipts payment was introduced in 2009. The Board brought in Interswitch, an online payment company, to help create a platform called PayDirect where, as

much as possible, all transactions of the state were done through the banks. Different revenue heads from taxpayers were paid into designated banks. "The introduction of PayDirect by the board, which pooled all revenue in one account, caused BIR, the Accountant General (AG), and the Commissioner for Finance to start reporting the same figure of internally generated revenue", said Felix Chime. All the leakages from transactions with the banks were reduced as the BIR maintained one pool account. The above concept is what the Federal Government later introduced as Treasury Single Account (TSA). By the end of 2013, the state was making an average of ₦1.5 billion monthly as internally generated revenue.

The state was not issuing driving licenses as at the time the Sullivan Chime administration came into office. It owed the Federal Road Safety Commission (FRSC) some money, which was its portion of the driving license fee. To resolve the impasse, the Board quickly automated the process of acquiring driving licenses with the collaboration of some banks. It created one-stop shops at FRSC offices in the state where it had representatives of FRSC, BIR, Vehicle Inspection and the banks. BIR engaged E-Transact, another online payment company, to automate the process, and it worked perfectly well. By 2010, the arrangement with FRSC had some challenges. For whatever reason, FRSC was not remitting to the state its share of the licensing fee. The cost of issuing a driving license was ₦6000 and the state was to get a share of ₦3000. The chairman of BIR, Felix Chime, is one of the people agitating for the return to the former system where the driving license fee was automatically split to all the agencies involved.

Application of the Pareto (80/20) principle which demands that one focuses on the area that gives one maximum result, helped BIR to achieve a lot. The board concentrated its efforts on the formal sector because the sector was more organized, and had higher potentials for high yield. The efforts improved the revenue it collected from that sector in form of taxes and fees because they were all fixed. Thereafter, it shifted its focus to the endemic problem with the informal sector, in the sense that most operators in this sector do not keep good accounts and records. BIR applied the method of presumption tax, and created a system by which it assessed people in the informal sector. For instance, it can use "year of Call to Bar" to assess a lawyer who is in private practice. "Though the assessment was disputed by some, they paid an amount that was reasonable", said Felix Chime. The board also relied on Section 54 of the Tax Law to do back duty auditing. The exercise generated a lot of money when it was carried out on most formal institutions in Enugu State for six years. It made most of the institutions compliant. That section

of the law allows the board to collect 21% interest and 10% penalty from any organization that failed to comply with the tax law at the appropriate time.

It also leveraged on the existence of a 2011 law to engage some institutions and federal institutions as agents, to collect and remit Pay-as-You-Earn (PAYE) from their staff to BIR. "Payment of tax by federal agencies had always posed a problem, but the Board succeeded in getting the Accountant General of the Federation to deduct these taxes at source and remit the money to our account. The process allowed for easy collection of taxes from these institutions", said Felix Chime. The board did a lot of sensitization, and the media was used to educate people on why they should pay their tax.

The report card for BIR's many efforts came by 2013. The National Bureau of Statistics had a survey of the 36 states of the federation and found that Enugu was the third in internally generated revenue.[14] Lagos was first and Rivers came second. The state came fourth in the 2014 survey. BudgIT, a non-governmental organization (NGO), also did a survey on states that are relying on their internally generated revenue to finance their recurrent expenditure. Enugu State emerged fourth in that survey.[15] The state also came fourth in the most sustainable states survey done by the same NGO. Founded in 2011, BudgIT is a civic organization that applies technology to "intersect citizen engagement with institutional improvement, to facilitate societal change. It uses an array of technological tools to simplify the budget and matters of public spending for citizens, with the primary aim of raising standard of transparency and accountability in government."

In fact, the imposing state secretariat edifice was entirely financed with internally generated revenue. "The plaque on the building eloquently says so. This is a big plus for the Sullivan Chime administration", said Felix Chime. In 2015, the state still retained its position of being within the first seven states in the federation in IGR generation, according to the National Bureau of Statistics.

BIR recorded these impressive results without necessarily introducing new taxes from 2008 to

14. See www.nigeriastat.gov.ng

15. See www. yourbudgit.com

2015. It was able to accomplish that by successfully blocking financial leakages in the system. BIR collected only the taxes specified in the 1998 Tax Law.

"It surprises the Joint Tax Board that Enugu State beats other states that collect property tax as part of their IGR profile. The state did not have any law on property tax during the Sullivan administration. Its rates are generally lower than that of other states comparatively. For instance, the fee for the registration of a school in Enugu is ₦50,000 and that of a hospital is about ₦10,000, whereas other states charge higher", said Felix Chime.

The board did a presentation to all the local government chairmen that clearly demonstrated to them what their responsibility was in the area of revenue collection. The particular area that was contentious was the collection of fees for commercial vehicle emblems. The State Waste Management Agency, Ministries of Environment and Transport were all printing and selling emblems. BIR brought all the bodies involved together, and harmonized the printing and selling of a consolidated emblem for vehicles.

Speaking on the attitude of Nigerians to tax payment, the BIR Chairman posits: "Nobody wants to part with his or her money. Nigerians detest paying tax. They want to see the benefits before they can pay. One of the things that helped BIR in Enugu State was the fact that people started seeing roads and other infrastructure being constructed. When the Board approached citizens of Enugu, some willingly paid their taxes because they were seeing achievements by the government. And that was the greatest magic BIR had. In other words, good governance makes for greater tax compliance by the citizens".

The quality of human capital prior to the Chime administration at BIR was very poor. For the quick wins, the board largely made use of the banks to execute its plans. After the innovations in 2008 and 2009, it started training and recruiting qualified staff into the system. The government gave the board approval to engage 15 persons with specialized skills. BIR massively trained staff on Total Quality Management (TQM), particularly on the automation processes. The Board created an Integrated Computer Technology (ICT) unit to take over some of the jobs the banks were handling, and established a training school.

The management at BIR believed that transparency works when one keeps good records and

submits oneself to due process. The Board made information open, such that anyone could read every data from his or her system. Transparency at the board was confirmed in 2013 when the National Bureau of Statistics, JTB, and the Office of the Accountant General assessed Enugu State and BudgIT, and it came out tops.

"It was fantastic working with His Excellency", said Felix Chime. He gave the board a free hand. He said that there were times he would go to him to complain about the target given to BIR in the budget, and he would say "go and do your best".

BUDGET MONITORING AND DUE PROCESS

The office of Budget Monitoring and Due Process (BMDP) was established in 2007. The main responsibility of the office was to ensure that procurements of works, goods and services were done in compliance with the Enugu State Procurement Law.

Mr. Wilson Njoku, the then Permanent Secretary, Budget Monitoring Office, said that when he assumed office in 2011, he noticed that there was a shortage of staff. He had to seek the assistance of the Head of Service and the Executive Secretary, Economic Planning Commission, to draw relevant staff from the ministry to enhance BMDP's ability to fulfill its mandate.

BMDP established a department for price intelligence and ICT to ensure that it met the expectation of the office. It strictly complied with the Enugu State Procurement Law, which is an adaptation of the Federal Procurement Act of 2007. "The essence of the law is basically to ensure that public procurement provides value for money, and fitness for purpose in the use of public funds. The law provides for open competitive bidding in the procurement process", said Njoku.

An overview of the requirement of BDMP includes procurement planning at the MDAs ahead of time. There must be provision for that procurement in the budget of the MDAs for the particular year; otherwise, the procurement cannot be done. The law also established the procurement committee at the MDA level and the Tender's Board. All procurements must pass through the Tender's Boards of the MDAs before it would get to either the governor or the State Executive Council for approval, depending on the threshold. Advertisement in the national newspapers for at least 21 days before the bid opening is mandatory and when the time elapses,

all stakeholders in the process, who applied, must be invited to the appropriate office for the opening of the bids. The bid must be opened in the presence of everybody and it must go to the least evaluated responsive bidder. That means that those to be awarded the contract must meet particular specifications of that particular procurement, after which there would be documentation of the bid process by the Due Process Unit.

The primary duty of BMDP is to check that the bidding process is in line with the provisions of the law, and to recommend to the State Executive Council (EXCO) or the governor for approval, depending on the amount that is involved. The governor granted approval for projects worth less than ₦25 million, subject to the recommendation of BMDP, but if it was a project that had a value of ₦25 million and above, the MDA would bring it to the Executive Council for approval.

There is a specification in the procurement process that when the contract is awarded and project commences, the contractor should be paid a mobilization fee of 30% of the total sum of the contract. There is also the bid security requirement, which is 2% of the contract sum. This is to make the contractor comply with his or her requirements. A reputable insurance company takes a performance bond worth about a minimum of 10% of the contract sum. These are some of the safeguards taken to ensure that the procurement is in line with the requirements of the law. Finally, the implementing ministry gives BMDP details, and asks for payment when the contract is awarded and certificate generated. BMDP goes through the records to ensure that they are in line with best practices, and recommends to the governor whether such payment should be made or not. The same process is applied to supplies. BMDP ensures that supplies are made in line with what was quoted.

The office of Budget Monitoring and Due Process did a lot of sensitization for the MDAs with respect to appropriate procurement procedures. "The procurement law only came into place in 2010 and therefore, was relatively new. Awareness about procurement was low. BMDP had to do a lot of sensitization through meetings with Procurement Officers, Planning Officers, Statisticians, and Heads of Administration, etc. One of the most important things it did was to instill the consciousness of prudent management of resources at the MDA levels because it knew that if they didn't do it right, the procurement would not be thorough", said Njoku.

The ICT and price intelligence unit of BMDP went out to the market to check prices against what was quoted by contractors. Some of the time, it went to the Internet to get the prices and then compared them with quotations. It also made use of the State EXCO approved rates for urban roads in Enugu. "Before the Ministry of Works, for example, sends out a letter with respect to a project to be implemented, it had to send its bill of quantities (bill of engineering measurement and evaluation) to BMDP", said Njoku. The office had the approved rate for various components of projects and it used it to evaluate item by item, to ensure that the quotations were in line. Big projects like road construction, especially urban roads, were awarded with price per kilometre to avoid the issue of price variation, but for the items that were not per kilometre, like asphalt, cement and others, it was the EXCO approved rate that was maintained. The EXCO approved rate was constant since it came into effect, and the issue of sharp variation was not a factor.

BMDP made innovations that allowed it to institute quarterly reports on all procurement activities. Bills of engineering, approvals by the governor, the value of each project, what the approved sum was, amendments and other things - everything that passed through its office was documented. The purpose was to provide a history of all the procurements that went through between 2011, and the end of the administration. BMDP also worked with DfID and produced procurement manual, which was like a detail of what is in the Procurement Law. The manual was distributed to all MDAs.

According to Njoku, "One important thing people should know is that the essence of governance is service delivery. No matter how good one thinks you are, if the other person doesn't deliver on what is called democracy dividends, one would have obviously not done much. Procurement of goods, works and service is the end point of good governance".

Njoku revealed that the governor never interfered with the procurement process. He said that in fact, to his own amazement, there were certain details one may think that he would take care of, especially when people from the Governor's Lodge came to ask for fair prices for spoons, cutlery and cups etc. That showed the level of seriousness that he attached to the issue of the Procurement Law. He said that "the bulk of the outcome was what one saw in the provision of both physical and social infrastructure like the street lights, rural electrification etc. All of these happened because of the strict procurement procedure that was adopted by the administration".

The main challenge that BMDP had was the quality of staff at the agency. Initially, it had to pay for the services of professionals like engineers, quantity surveyors, and other professionals. Njoku stated, "Procurement borders on everything, even the things one doesn't have the staff for". The office had to seek for the services of consultants in the areas where it was lacking, so as to make meaningful inputs in the procurement process.

Wilson Njoku said that he was able to douse pressure from the government in executing his job because he believes that when people know who one is, most of them would not try to influence the person. He believes that it was that notion that discouraged many people who tried to send people in disguise to tell him that they were from "His Excellency". He would tell them that His Excellency demanded that the right thing should be done. He is a lawyer and they both had a reference point, which is the Procurement Law that is for the interest of the state.

He narrated an instance when a woman had cause to report him to His Excellency. It had to do with the ESWAMA waste bin. He got a quotation and she got one and the difference between the two was too wide. She requested about ₦10 million, while the BMDP quote for the product was almost half of that amount. She had to write to the governor that he was using a quote for inferior materials. However, he had photographs of what she proposed and the price. Eventually, it was discovered that one of the sources where she got her quotation was where the agency also got their own. The governor agreed with the agency on the matter. Njoku said he respected the governor more from that time because he stood his ground and didn't allow the woman to have her way. Njoku enthused that he enjoyed working with Sullivan because he insisted on doing the right thing. He had the courage to say no to many people because he knew that he was protected in terms of doing the right thing. He prays that he would have the opportunity to work with somebody like the governor again. He emphasized that he gained a lot of knowledge, because procurement was not taught in any Nigerian university at that time.

Chapter Eight

"Government intervention is necessary to protect the weak and ensure that all gain some of the benefits of economic progress."

-Tony Blair



The new
Polo Park Mall,
GRA, Enugu



Passionate about an Enugu State that worked, and determined to return her pride, Sullivan, with the benefit of experience both in life and in government, resolved to expand the state's economy through serious planning, improving on her agriculture, tapping the cultural and tourism potentials, and industrialization. So amazing was the economic expansion agenda of the state that within the period, some states visited Enugu to learn her secret.

Economic Expansion

The Nigerian economy has, over the years, been buffeted by a lot of factors that stunted its growth. These factors include frequent policy changes, official corruption, crass opportunism, over dependence on oil, and its sundry attendant effects on the economy.

Since none of the 36 states that make up the country is economically independent, most of the wrong policies of the federal government adversely affect them. It therefore takes prudence, farsightedness and strong discipline for any of the states to be able to wriggle out of the consistent miasmic economic situation. Such a state must initiate policies that would enable her to grow a viable Internally Generated Revenue (IGR) that would inevitably drive her developmental needs. Sadly, only few states in Nigeria have demonstrated the willingness and capacity to be financially independent, to tackle the problem of underdevelopment that dots the entire horizon.

Before the advent of the Sullivan Chime administration, Enugu State was among the many states of the Nigerian federation struggling to meet its obligation. This is mainly due to lack of bold and innovative policies. At a time, it seemed that the political leadership in the state was not bred to any sound economic vision, and was bereft of the discipline required to improve her fortunes. Over time, there was no significant improvement; rather, a sharp decline in both infrastructural and economic development. By 2007, eight years into the reinstatement of democratic rule it looked like the hope of an improved Enugu State might not be achieved. Few sparks in the area of infrastructural development by the previous administration were not well wrought to pull off major developmental initiatives that would precipitate economic expansion.

The Sullivan Chime administration, newly enthroned, had its hands full and needed to think outside the box to effect a change. Accordingly, it initiated policies that were to give the state's economy a major boost and return the state to her once glorious perch. The administration's **4-Point Agenda**, crafted shortly before the government came into being, had economic expansion as an integral part. Passionate about an Enugu State that worked, and determined to return her pride, Sullivan, with the benefit of experience both in life and in government, resolved to expand the state's economy through serious planning, improving on her agriculture, tapping the cultural and tourism potentials, and industrialization. So amazing was the economic expansion agenda of the state that within the period, some states visited Enugu to learn her secret. Mr. Anayo Agu, the former governor's Special Adviser on Small and Medium Enterprises (SMEs), admitted this much when he said: "A couple of states had actually called us just to understand our model."

The administration knew quite early that to expand the economy of the state, it must improve on the state of infrastructure like roads, power and water supply, and of course security. It was not until these things were put in place that industrial development, agricultural revolution and tourism took off in earnest. To make Enugu State the industrial hub of the eastern region, industrial estates were developed, small and medium enterprises were encouraged. Sullivan understood that the world had moved away from the old model where government owned or managed businesses. He chose the path of creating an attractive environment for private enterprises to thrive. The result is that today, while some people may be mourning the closure of the Enugu State Aluminum Factory at Ohebedim in Igboetiti Local Government Area, a number of privately-owned successful industries like Alo Aluminium Limited, El Shaddai Aluminium Systems Limited, Ozomac Limited, Asaba Aluminium Limited, Reynolds, Wichtech Roofing Systems and many others dot the landscape, providing employment and paying taxes to the state government. The same can be said of Anambra Vegetable Oil Plant (AVOP), a state-owned enterprise located in Nachi, Udi Local Government Area, which was burnt down long before the Sullivan Chime administration. A thriving privately-owned Wilson's Vegetable Oils, makers of Solive Oil, has since sprung up in place of the state-owned plant. Such was Sullivan's belief in encouraging private enterprises that he did not hesitate in approving over ₦100 million to increase the share capital of the state-owned Emenite Limited based in Emene, an outskirt of Enugu City. He equally directed that public works in Enugu State should patronize the company by utilizing the roofing materials in the renovation of

public schools in the state. That procurement directive translated to over ₦1 billion in sales for Emenite.

When NALIN, a private paint manufacturing company in Enugu experienced a fire incident, Sullivan quickly persuaded the Bank of Industry to approve a ₦37 million loan request the company had made before the fire incident. Sullivan further requested that the loan should form part of the Enugu State Government-Bank of Industry ₦1 billion SME Fund at 0% interest. It is apt to point out here that Sullivan also encouraged the Bank of Industry to relocate their South East Zonal Head Office to Enugu State from Asaba, by providing them with a brand new office building at the highly secured and pristine Coal City Gardens Estate. The bank's written request, the governor's approval and the opening of the office were all accomplished in a record time of few weeks, underlining Sullivan's drive to transform Enugu into the economic hub of South Eastern Nigeria.

Realizing the importance of reactivating some moribund industries like the state-owned Sunrise Flour Mills, Niger Gas, the Presidential Hotel and Ikenga Hotels, Sullivan had convinced the State House of Assembly to pass into law the Enugu State Privatization Law of 2008, thus paving way for the transfer of publicly owned and managed enterprises to the private sector. The law provided for a privatization council, which is headed by the Deputy Governor and charged with the responsibility of overseeing a transparent process of privatizing government assets. Sunrise Flour Mills was leased to a private operator, DAO GIA VTV, a Vietnamese company.

Under Sullivan, a partnership was entered into with Songhai Initiative, which saw to the training of agro entrepreneurs at the Songhai Farms in the Republic of Benin. The agreement also called for massive infusion of capital to refurbish the Adarice Farms Complex, which was supposed to house the agro entrepreneur graduates. A second Songhai Farm Complex was initiated at Heneke Lake, Obinofia in Ezeagu Local Government Area. An initiative to make Enugu State a major pineapple exporter was also accomplished with a public-private partnership with San Carlos Farms of Mexico. The administration of Sullivan Chime acquired massive hectares of land for this project, which spanned from Ihe, Amoli in Awgu Local Government to Umuabi, Umuaga in Udi Local Government, to Achi in Oji River Local Government. The project succeeded in exporting pineapples to Europe before Sullivan left

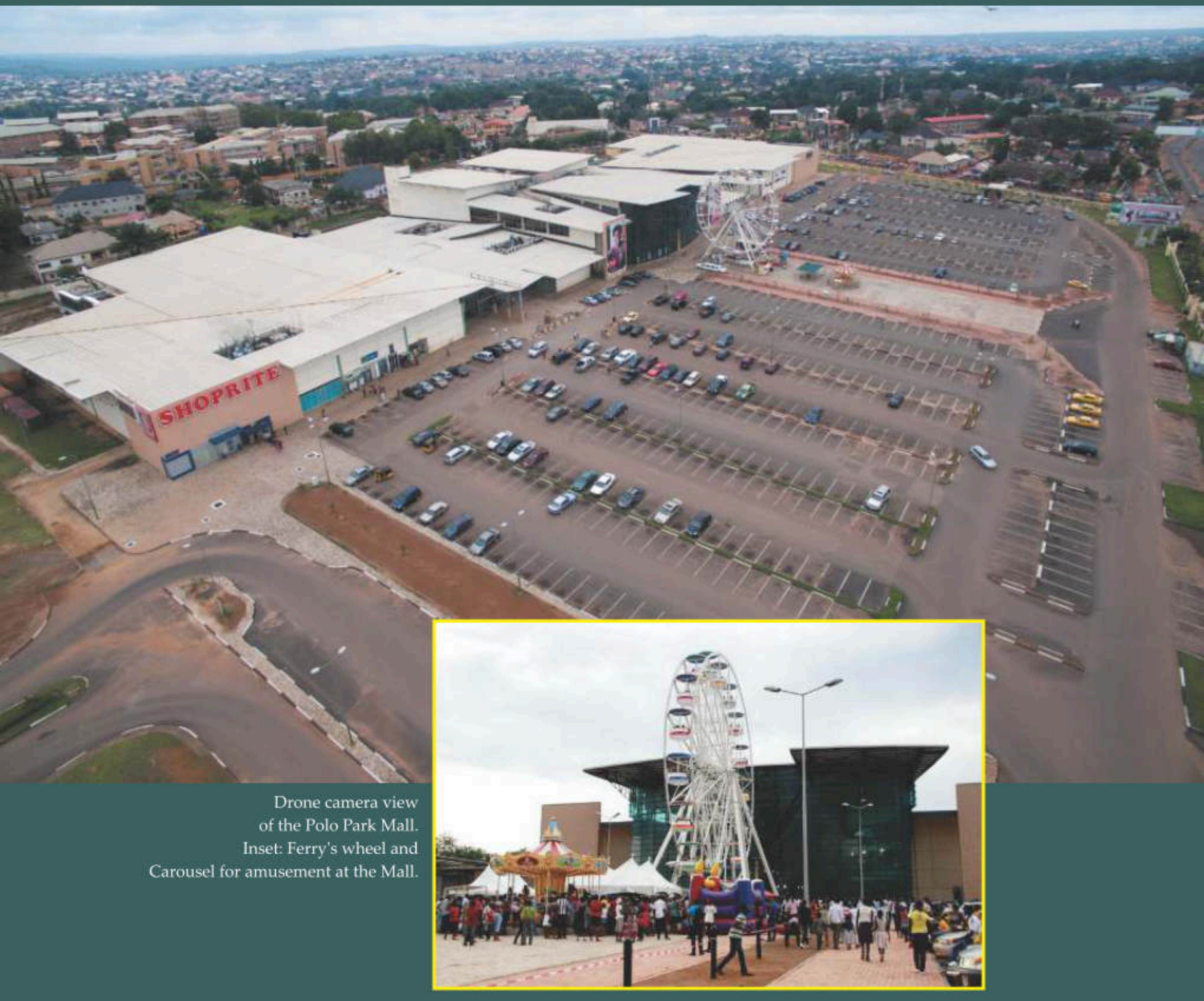
office on May 29, 2015. The foundation was also laid for other plantations, and the rehabilitation of existing ones like the proposed banana plantation at Ibite Olo in Ezeagu. A large expanse of land was also acquired in various parts of the state to lay a true foundation for the implementation of the commercial agricultural programme, the blueprint of which was written under Sullivan's directives.

Tourism development did not fare less in the state. A causal audit of the hotels in Enugu State indicated that many were built between 2007 and 2015, thus showing strong confidence in the economic agenda of the Sullivan administration. With improved security and working infrastructure, tourism was developed in such a way as to host major cultural festivals. This was effectively done in conjunction with the hospitality industry. Hoteliers and other stakeholders in the leisure and entertainment industries inevitably upped the quality of their services in the state.

Dr. Jude Akubuilo, a lawyer, and Sullivan's Commissioner for Commerce and Industry, noted that more than anything else, the Sullivan administration bequeathed the greatest legacy to Enugu State in the area of economic transformation: "It has always been my opinion that Sullivan Chime's most enduring legacy as a governor is in the transformation of Enugu State from a sleepy-eyed civil service town to a thriving business hub. And along the way, fate and providence assisted or complemented his endeavors in this regard".

INDUSTRIAL DEVELOPMENT AND THE POLO PARK MALL

Long before the Sullivan Chime administration came on board in 2007, the state of industrial development in Enugu State was pathetic. Many industries, public and private, were struggling, if not moribund. Most of the public owned enterprises had gone under due to mismanagement, corruption or official neglect. The industrial layouts, which were supposed to attract new industries, failed to do so. What was more, a lot of the industrial layouts fell into all manner of abuse or disuse. Akubuilo observed that the industrial layouts were "subjected to distortions, encroachment and out of code allocations over the years". Artisans and small-scale industrialists entered into, and blighted everywhere, sparing neither urban nor residential neighborhoods. Though most of the small-scale businesses like furniture making, metal works,



Drone camera view
of the Polo Park Mall.
Inset: Ferry's wheel and
Carousel for amusement at the Mall.

welding and some others needed encouragement, it was wrong to allow them to operate in inappropriate locations in the state.

The challenge of doing business in Enugu State before Sullivan's administration was doubtless high. Before that time, the World Bank did not rank the state high in terms of providing a good environment for businesses to thrive. It was ranked 30th out of 37 in the ease of doing business; 21 out of 37 in the ease of obtaining construction permits; 14th out of 37 in the ease of registering properties, and 36th out of 37 in the ease of enforcing contracts in Nigeria[1]. This is because of lack of training, poor orientation of staff, and decrepit working environment. It was so bad that many government ministries and agencies had no operational vehicles to carry out their official assignments.

In 2008, Sullivan realized that out of the over thirty or more Free Trade Zones in Nigeria, none was located in the South East. He envisioned a marriage between the benefits of a Free Trade Zone and an international airport through which cargo can come into the South East. He drew up a blueprint for a two-pronged approach to obtain approval for a Free Trade Zone to be co-located at 9th Mile Corner, and a dogged pursuit to see that the Akanu Ibiam Airport was elevated to an international status. To pursue the Free Trade Zone, he enlisted the partnership of Oildata Services Limited, which signed an agreement with the state government. The journey which started in 2008, involving numerous trips and correspondences by Sullivan to the then President, Dr. Goodluck Ebele Jonathan, did not yield any fruit until 2014, when the application for the special purpose vehicle, Enugu ENPOWER FTZ Limited was approved by the president. Unfortunately, an error was noticed in the approval, which may have limited the operations of the Free Trade Zone to only the 9th Mile Corner, thus denying the state of the bigger picture and prize of capturing the benefits of the international airport in the Free Trade Zone operations. Undeterred, Sullivan went back to Mr. President, and argued the case for an amendment in the earlier approval. President Jonathan was convinced and subsequently approved an all-encompassing dual cluster zone for Enugu State, covering over 450 hectares at the 9th Mile Corner, and 47 hectares at the Akanu Ibiam International Airport. Unfortunately, in the twilight of the reign of the Minister of Trade and Industry, Mr. Olusegun Aganga, the applicable registration fee was increased from $200,000 to $600,000. The promoters, who

1. www.doingbusiness.org



The new Enugu Mall, Independence Layout, Enugu. Inset: Drone camera view of the Enugu Mall

would not allow this last minute challenge to sabotage an eight-year pursuit for the first South East-based Free Trade Zone, paid the new fees promptly and secured the license.

The road to making the Akanu Ibiam Airport an international airport was no less tortuous. The agitation to have an international airport in the South East is as old as Nigeria itself. Many initiatives had been undertaken, especially among the Igbo in Diaspora who seemed to make the quest an assured item in the various communiqués emanating from their annual conventions. Petitions addressed to different heads of state solicited the upgrade of the airport to international status. When Sullivan Chime became the governor of Enugu State, he identified with the quest as something that was very important to the South East, at par with the clamor for a second bridge over River Niger. He enlisted the support of his fellow governors under the aegis of the South East Governors' Forum, to present a joint demand to President Goodluck Ebele Jonathan to elevate Akanu Ibiam Airport to international status. The President acceded, and announced that in principle he had approved the request. To actualize the approval, certain logistics had to be in place. The runway had to be elongated to take wide body aircraft. The airport buildings had to be renovated and there were other improvements to be made on the ground instruments and other navigational aids. While the federal government under the directive of Mr. President worked hard to accomplish this dream, Sullivan directed that land be made available for any expansion, and he awarded and paid for the construction of internal roads at the airport, and sundry assistance to make the transition from a regional to an international airport a reality. So it was on August 24, 2013, that the first international flight, an Ethiopian Airlines flight, landed at the Akanu Ibiam International Airport two years after the president approved the upgrade to an international status. It was befitting that Sullivan was a passenger on the historic maiden flight. The first international cargo plane has since landed at the airport.

When the Nigerian Railway Corporation awarded the contract for the rehabilitation of the Port Harcourt-Enugu-Makurdi rail line to Eser Corporation of Turkey, Sullivan pressurized the company to mobilize to site. He personally visited Turkey where he met with the Chairman of Eser to find out all the things hindering their mobilizing to site. On his return, he approved the company's request for the allocation of land at Enugu State Industrial Estate, Emene and directed that all issues hindering the access of the company to the limestone quarry at Ishiagu be resolved. While Enugu was safe, the work would extend to states where the security was



Artist's impression of the proposed Enugu Industrial Park, Enugu (night and sunset scenes)





Ariel view of the artist's impression of the proposed Enugu Industrial Park, Enugu





Sullivan showing the model of the Enugu Industrial Park displayed in the Executive Council Chambers, to his incoming successor and other guests after the dedication of the new Governor's office.

challenging. Enugu State arranged adequate security for the company while working in those neighboring states. The result was that Eser made Enugu State the head office for their operations in the South East, and hired a lot of people in the process. Today, the Port Harcourt-Enugu-Makurdi line is fully rehabilitated, and train services restored on the line. Negotiations are on-going for the line to service the ENPOWER Enugu Free Trade Zone, such that trains would deliver cargo consigned to the zone through the Port Harcourt seaport, and cleared in Enugu.

Governor Chime also sought the incorporation of Special Purpose Vehicles that applied for, and were granted mining licenses for limestone and coal deposits in Enugu State. Possession of the licenses was the precursor to the establishment of a viable cement factory in Enugu State, and an independent power plant. An agreement was signed with Lafarge WAPCO, and one of the Enugu State licenses was transferred to them to enable them carry out prospective drilling for limestone, with a view to establishing a cement factory at Amechi-Idodo in Nkanu East Local Government Area. Other licenses were transferred to Golmark-Superjet Consortium of China that was in a partnership with Enugu State Government to establish the Enugu State Golmark Industrial Park on 2631 hectares of land, from Nchatancha in Enugu East, to Akpugo in Nkanu West Local Government. Upon completion, Golmark was to generate 600 megawatts of electricity, which would power the industrial city that included a cement factory, a sixty-storey office building, etc. It was also to accommodate schools, hospitals, and a housing estate, among others. Doubtless, it was an attractive project that was to launch Enugu State into a self-sustaining economy, if managed well. In the words of Sullivan: "When the Chinese came, we saw their package. It was very attractive. All they asked of us was land, licenses, access roads and security, and they were to build totally new infrastructure, roads, drainages, etc. With such a plan, we had no option but to embrace them. We already had the land to give to them, so we gave them the land. We already have a Free Trade Zone in Enugu, and it will be extended to the new place when fully developed. With the rail line to Onne, it will have access to the sea through Port Harcourt. If the Chinese think that the airport is too small, they can expand it. It already has an international status."

To ensure that the project was not abandoned soon after he left office, Sullivan made sure that the then governor-elect, Hon. Ifeanyi Ugwuanyi, was apprised of the nuances of the project. He was invited to travel with the former governor to China, to meet with the developers. Also, in

the group that travelled to China was a representative of the people of Emene, the host community. By the time the Sullivan Chime administration was leaving office in 2015, the industrial park project had come a long way - obtained the license for mining coal, while the one for mining limestone was ongoing.

Relevant ministries and government agencies were detailed to work in concert with the Ministry of Commerce and Industry to reduce the cost of doing business in Enugu State. The ministries were those of Justice, Lands, and Enugu Capital Territory Development Authority (ECTDA), while agencies like the Board of Internal Revenue and Enugu State Waste Management Authority (ESWAMA) were to assist the ministry in reducing the challenges of doing business in Enugu. The Ministry of Lands and other relevant agencies were to audit existing industrial layouts and parks, with a view to making land available to potential investors, and to also encourage small and medium enterprises to set up in the industrial layouts. Staff of relevant MDAs were to be trained and made compliant with the 21st century business environment, like being proficient in the use of computers for ease of computerization of government operations. Undoubtedly, that assisted in the enumeration of businesses and the monitoring of the payment and collection of business tax in Enugu State, as well as offering customer services that met international best practices.

There was no gainsaying the fact that a lot was achieved to expand the economy of the state within the period under review. The innovative policies of the Sullivan Chime administration and its pioneering programmes, especially in industrial development were outstanding.

Polo Park mall was another major development, which the Sullivan administration embarked upon and completed. It is important to state that until the intervention of his government, Polo Park, hitherto a recreation centre, was slipping away into a skid row. It was home to all sorts of illegal activities by all manners of persons and for all manner of trades. It became a safe haven for illicit activities like drugs, prostitution, gambling and the likes. In partnership with a real estate developer, Parsianas Nigeria Ltd, the Sullivan government redirected the use to which the Park was put. With an equity ratio of 20:80 to Enugu and Parsianas respectively, the private partner developed a state of the art mall, recreation centre etc. Accordingly, Shoprite and Game, being the biggest of the tenants within the mall, quickly opened to customers since 2014. It became a major shopping centre and a tourist site for people from such states like Anambra,

Imo, Ebonyi, Kogi, and Benue etc. On the first day of the mall's operation, Shoprite alone made sales worth ₦17.6 million, generating over 1000 direct and indirect jobs. Till date, the mall remains a success story of Public Private Partnership (PPP). Chuks Ugwoke who supervised the construction of Polo Park Mall recollects: "To underscore his commitment to the timely completion of the mall project, Governor Chime paid more than scant attention to everything that would hasten its development, provided it satisfied due process and regulatory formalities. He paid no less than ten supervision visits in the course of construction alone". Other milestones like the renovation of the New Haven Shopping Complex, with asphalted parking lot, fenced in, with over 740 lockup and open stalls, duly connected to the national grid, etc. were also handled.

The Orba World Bank Market, fenced in with about 1,195 lock up stores, 673 open stalls, 16 slab abattoirs, three warehouses and two commercial banks, was restructured. The dream of the governor was to replicate what he saw in Mexico City when he visited the Central de Abasto Mexico DF, arguably the largest produce market in the world.

With security of lives and property and improved infrastructure, Enugu State became an investment destination for trade envoys from countries like the US, Canada, Mexico and the continents of Europe and Asia. They trooped in their numbers to explore business opportunities in the state. Under Sullivan, the state also signed a number of Memoranda of Understanding (MoU) with reputable companies, among them Reca Sarl of France, for the establishment of a solar power plant at Nachi, and Skipper Energy Group to set up a manufacturing facility for distribution of transformers and polymeric insulators.

SMALL AND MEDIUM ENTERPRISES (SMEs)

Back in history, the Small and Medium Enterprises (SMEs) have proved to be the fulcrum upon which economies of states, city-states and empires revolved. While the big industries aided economic growth, it was the small and medium enterprises that drove the economy. Most economies that do well today are driven by SMEs. According to Anayo Agu, "If you look at America, if you look at China, if you look at what Dubai is doing now, if you look at India that is prospering, there is no economy that is driven by large companies, none. Every economy that is doing well is driven by the SMEs".



Test driving one of the newly acquired tractors for farmers

In 2012, Governor Sullivan Chime was part of the select members of the Nigerian Governors' Forum who undertook a working tour of Germany, to understudy what has made the economy so successful. The conclusion from that study was that the German economy relied on, and invested in small and medium enterprises. With the knowledge gained from the tour, Sullivan was focused on revamping the SME sector in Enugu State, and hopefully replicating the same successes he witnessed in Germany. Eager to take jobless youths off the street, some of whom had become easy prey as political thugs, the Sullivan Chime administration ensured that the Enugu branch of the Bank of Industry was launched, giving it all the necessary support to be able to access the ₦20 billion SME Fund established by the Central Bank of Nigeria. The administration went as far as intervening on behalf of the programme, where necessary, to make sure it ran smoothly. Agu observed that it took uncommon commitment from the Sullivan administration, without which he said the programme would not have succeeded: "For every approach we made to him to ask for the mandate to be part of the 2013 programme, we got it expressly, including when he needed the State House of Assembly to approve for us the mandate for the State to give an Irrevocable Standing Payment Order. He personally prevailed on the House to call an emergency meeting of the State House of Assembly". Until then, the SME Centre was bereft of activities, had two staff, and less than five persons visited the centre daily. Previous governments in the state, for the most part, neither encouraged nor empowered small and medium scale businesses. They took for granted that these businesses would do well and were, therefore, mostly concerned with collection of taxes and other fees from such businesses. But the new approach to the SMEs by the Sullivan government was to change all that. Again Agu said: "As I started talking to business owners, it became clear to me that in addition to lacking capacity, capital was also a major handicap of these businesses. The governor's approval of the entry of Bank of Industry into the state made available funds to be loaned out".

The process of accessing these loans was made less cumbersome through eight accredited micro finance banks located across the three senatorial zones of the state. An applicant, who must be resident in Enugu, did not have to visit the SME office if accessing less than ₦1,000,000, the pre-selection of which was done by the banks. Collaterals varied according to the amount of loan accessed. Civil servants on grade level 13 and above and two businessmen resident in Enugu were required to guarantee loans in the region of ₦5,000,000 and less. This was to stem issues of insolvency, and to deal with defaulting on the part of others who saw the money as



Newly acquired tractors on display



government largesse. More than that, funds were not given out during Christmas and New Year periods, but about February and March, just to make sure that people never used the money for purposes other than what it was meant for. Perhaps that also helped the monitoring banks to realize an impressive repayment rate of about 95 percent.

Between August 2014 and May 2015, the SME funded the first batch of 1,600 micro entrepreneurs to the tune of ₦500,000,000 and the second batch of small and medium businesses, which received ₦5,000,000 to ₦25,000,000 in business loans to start new businesses. Within a period of one year, the SME office approved 1,700 loan applications submitted by businesses in the state. The multiplier effects of this number of business start-ups and expansion of existing ones were significant. The direct and indirect employment associated with the growth in business ran into thousands. The entrepreneurs funded by the programme included those who, due to security reasons, relocated from parts of northern Nigeria to Enugu State, and some families from Cameroon who were into plantain farming.

It should be noted that the Sullivan administration did not establish the SME Centre, but it nonetheless gave it the fillip to work and deliver on the set targets. Beyond empowering small and medium businesses, the programme leveraged the experience it got to help determine other things the state did, such as equitable taxation and IGR drive. Apart from changing the IGR profile of the state, the revival of the SMEs ensured a multiplier effect on employment of the youths, who otherwise would have been engaged in a life of crime or dependence.

AGRICULTURAL DEVELOPMENT

Agriculture under the Sullivan Chime administration received a great boost. Before oil was discovered and subsequently became the mainstay of the Nigerian economy, the country was not only self-sufficient in food production, but also exported agricultural products like groundnut, palm produce, cocoa etc. But with the advent of the oil boom, Nigerian governments disregarded agriculture, and the sector atrophied. As part of its economic expansion and creation of employment, the Sullivan Chime administration committed a great deal of effort into revamping agriculture in the state. The goal was to make the state not only self-sufficient in food production, but also an exporter of food and cash crops. Agricultural production in the state was poor in the past due to, among other things, ill-conceived agricultural policies. Consequently, the administration saw the need to change the policy.



Drone camera view of the Enugu San Carlos Pineapple farm, Ihe and neighbouring communities



According to Engineer Mike Eneh, Sullivan's Commissioner for Agriculture, "the far-reaching changes expected to give the near moribund ministry a shot, were far from coming". Eneh described the state's policy on agriculture before Sullivan as obsolete. The private sector participation was lacking. "I found out that the existing policy was obsolete, and in fact, retrogressive. If the state government was to make progress, it had to come up with a new policy that would be driven by the private sector".

The new policy was, first and foremost, to change the way agriculture was run, and make it a business venture in Enugu State. Experience in the state had already shown that government was very inefficient in business, and thus, had no clue how to make agriculture a viable business. Evidence of this was the issue of fertilizer distribution, and the hiring out of tractors and other farming implements. Only perhaps 11% of the fertilizers ever got to the farmers. Eneh told of the sordid deal in the hiring out of tractors to farmers by the ministry before his appointment. "Four of the tractors were given to the Ministry of Agriculture, and the rest distributed to all the local governments. The tractors were to provide farmers with timely services during the farming season. But it proved totally ineffective and wasteful", he said.

Eight years later they were all broken down, and records showed that the four tractors assigned to the Ministry of Agriculture earned only ₦300,000 in eight years. Again Eneh observed: "Such poor revenue from four tractors worth ₦30,000,000 was an abysmal investment. But when the same tractors were rehabilitated and hired out to private people, they generated ₦50,000 per month during high season and ₦10,000 off-season. Conclusively, the ministry made ₦1,000,000 every month from the tractors".

It was obvious that if the state continued with the extant agricultural policy, which was essentially subsistence, the intended agricultural revolution would be nigh impossible. Conscious of this, the change in policy was therefore intended to make agriculture a worthwhile venture. Private investors were brought in to open up a lot of plantations like cashew, pineapple, plantain, banana, maize and rice. Poultry farming was also encouraged.

With adequate security and support from government, private investors began to stream into the state. Government also targeted about 5,000 farmers to be trained in commercial production of crops like cassava, yam, maize and others, where the state had comparative



Enugu-Songhai rice farm, Adani, Uzo-uwani L.G.A. Inset: Tractors for the rice farm

advantage. These were to be produced for both local consumption and export. The target, according to Eneh, was to engineer growth through commercial agriculture. Some of the private investors like San Carlos, brought in through Public Private Partnership, were able to revolutionize pineapple plantation in the state. With a 40% equity holding by government and 60% to San Carlos, in less than one year, it planted 300 hectares, and made its first pineapple export on December 18, 2014. The government's 40% was mostly in securing equipment, tractors, irrigation and land, while San Carlos brought in planting materials, fertilizers, labor, management and marketing. Since pineapple leaves and other residues are very nutritious for cattle, there was need to integrate livestock into the pineapple project. The pineapple project was very successful, generating about 531 jobs, while the livestock integration targets to generate over a thousand. There is high demand for Enugu State-grown pineapples. Customers for the state's pineapple in Ireland are requesting for 10,000 pieces of pineapples every week. More and more agro-investors, like the Dangote Farm, and a number of state governments are exploring investment opportunities in the state.

A World Bank study showed that the poultry industry in Enugu State adds more than ₦1.88 billion to government revenue annually. Today, there are two hatcheries in Enugu State: Sunchi and Phinomar Farms. Their combined capacity is about 360,000 chicks every month. In the past, poultry farmers in the state purchased day-old chicks from Lagos at ₦250 each; now day-old chicks are available to them at ₦100 each in Enugu. Enugu State now ranks fourth in poultry production in the country, while about six local governments alone in the state can produce half of the cashew needs of the country. It is a fact, which the World Bank and Federal government separately confirmed, that Enugu State could make millions of dollars from the export of cashews. Rice production in Enugu State has been enhanced with the modern 32,000 metric tons state-of-the-art farm at Adani. The state is trying very much to achieve increased production of paddy to be milled in a modern rice mill. There is also cassava, which has become an industrial crop in the state with its high-energy quality and low glycemic content. Cassava flour is therefore highly recommended as a substitute for the wheat flour. There is high demand for cassava in the United States of America, Europe and South Africa. Agriculture has thrived in Enugu State because of the enabling environment created by the Chime administration.



Top and Bottom:
At the Songhai farm



CULTURE AND TOURISM

The Ministry of Culture and Tourism was created under Sullivan Chime to be a major player in the administration's drive towards economic expansion of the state. Before 2011, Culture and Tourism was an appendage of the Ministry of Information without much attention from the government. Beyond entertainment, successive governments in the state did not recognise it in terms of its economic potential. Aware of the untapped resources and determined to exploit them for the economic elevation of the state, the Sullivan administration separated it and made it an independent ministry. The objective was to leverage the economic prospects and make them vital sources of revenue generation for the state. But more than that, it was also to create employment for the teeming youths of the state. It may be fair to argue that the administration was not unaware of the ancillaries that will essentially drive the ministry and make it a vital organ of economic expansion. To that end, it first and foremost tackled the issue of insecurity and infrastructural decay of the state. With the enabling environment duly secured, it became easy for the new ministry to thrive unhindered. Ozo Joe Mammel, its pioneer commissioner acknowledged this much when he said: "As the first Commissioner for Culture and Tourism, my job was relatively made easy and I started off well because the governor had already provided the framework upon which tourism thrived in the state". The ministry was to tailor its programmes like preserving monuments, developing new parks, maintaining existing ones, organizing festivals, establishing a state-of-the-art cultural troupe and synergizing with the international community on symbiotic cultural exchanges to fit into the governor's vision for the state, as espoused in the 4-Point Agenda. It is important to say that very few states have as much natural tourist sites as Enugu. What was missing, perhaps, was lack of vision by previous governments to put them to economic use. Consequently, a good number of them were put into uses other than those for which they were designed. For example, many of the parks were no longer used as parks, but hiding places for criminals, red-light districts, and illicit drug abuse centres. The once-inspiring zoo in the state had ceased to exist, and the site had become a residential area. People misused the parks and virtually all tourist sites decayed, and became more of garbage dumps. The state cultural dance troupe was hardly put to use, as the artists were not motivated and preferred to work as contract staff. In fact, outside troupes were used for state events and functions.

Realizing the need to make the new ministry both an entertainment and business venture, the state brought in private investors. The parks were developed and rehabilitated through Public



Top and Bottom: Nwada Igbo beauty pageant, 2014





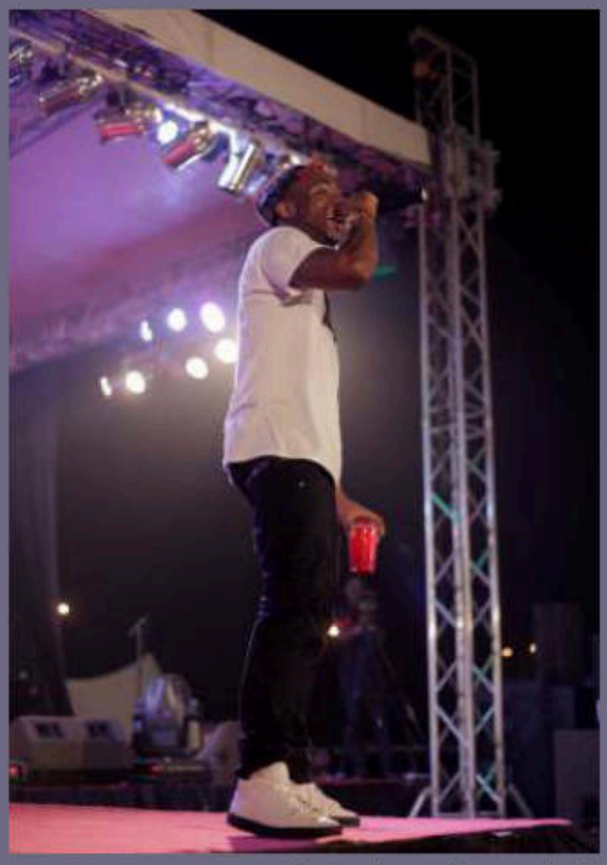
Enugu
Road Block
musical show,
2014





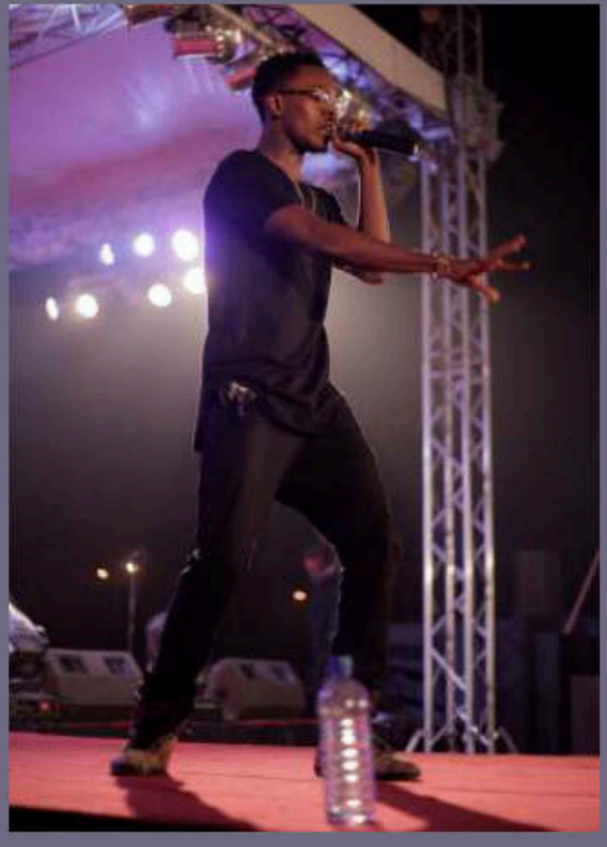


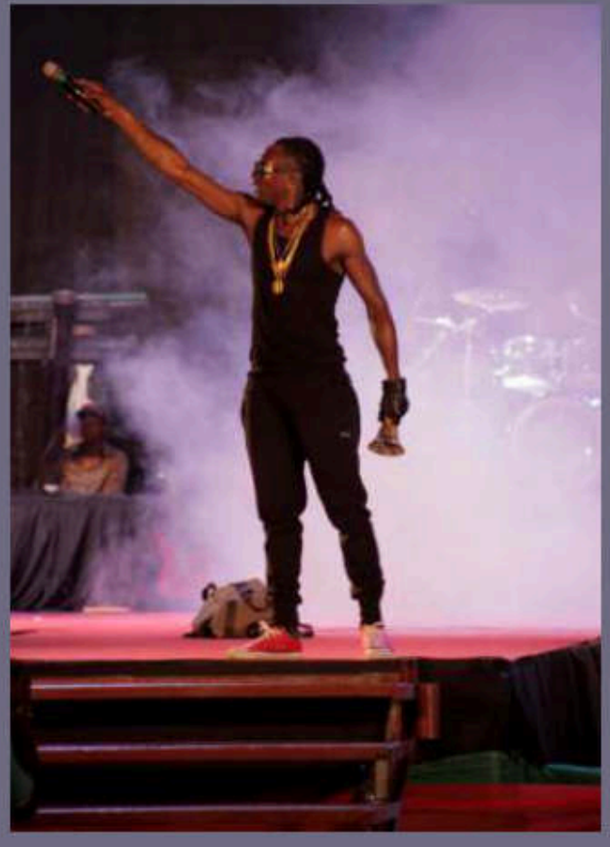

Performing artistes at the Road Block musical show, 2014.
Above left: Duncan Mighty, Above right: Flavour, below left: Runtown, below right: Phyno





Performing artistes at the Road Block musical show, 2014.
Above left: Davido, Above right: Timaya,
below left: Patoranking, below right: Terry G





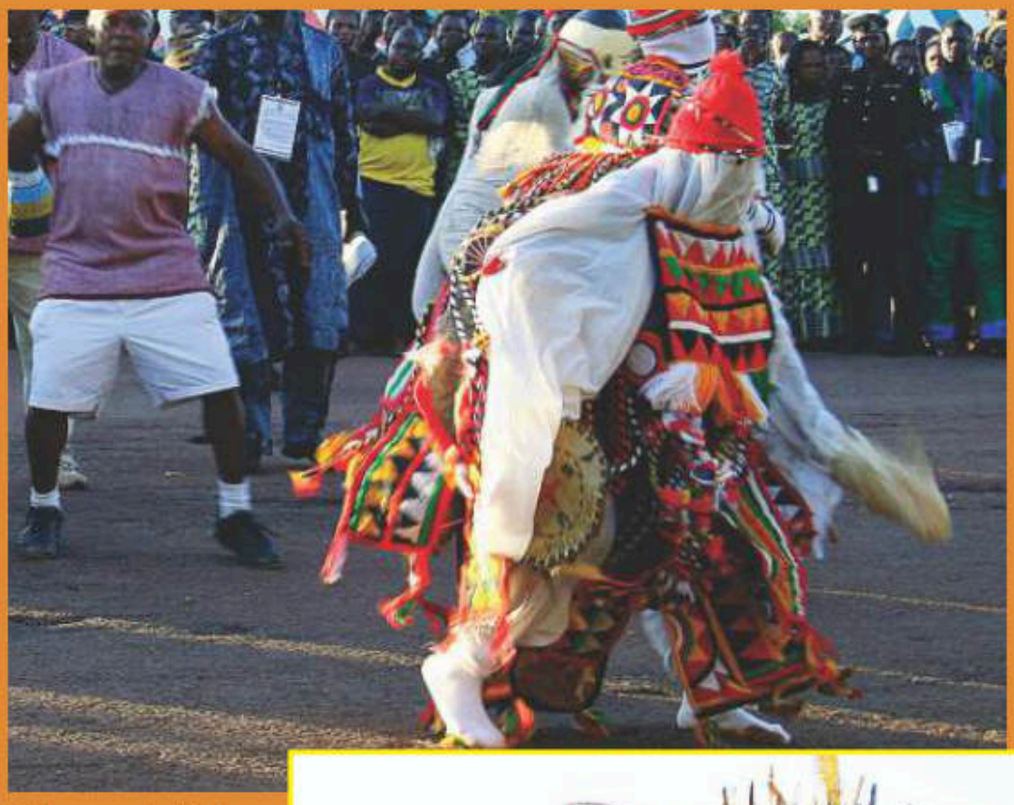
Private Participation (PPP), with the government setting the design standards and the guidelines for the parks. Though it was intended to have economic value, it never turned into an entirely business concern. Investors drew the plan, which was to be appraised on 30% economic value and 70% recreation by the ministry. It was to be approved by the Enugu Capital Territory Development Authority, with the parks remaining green vegetation areas without physical structures. It is to be noted that this arrangement was successfully used in the rehabilitation of the Edward Nnaji Royal Park in New Haven, and the Ngwo Park at Uwani, all in Enugu City.

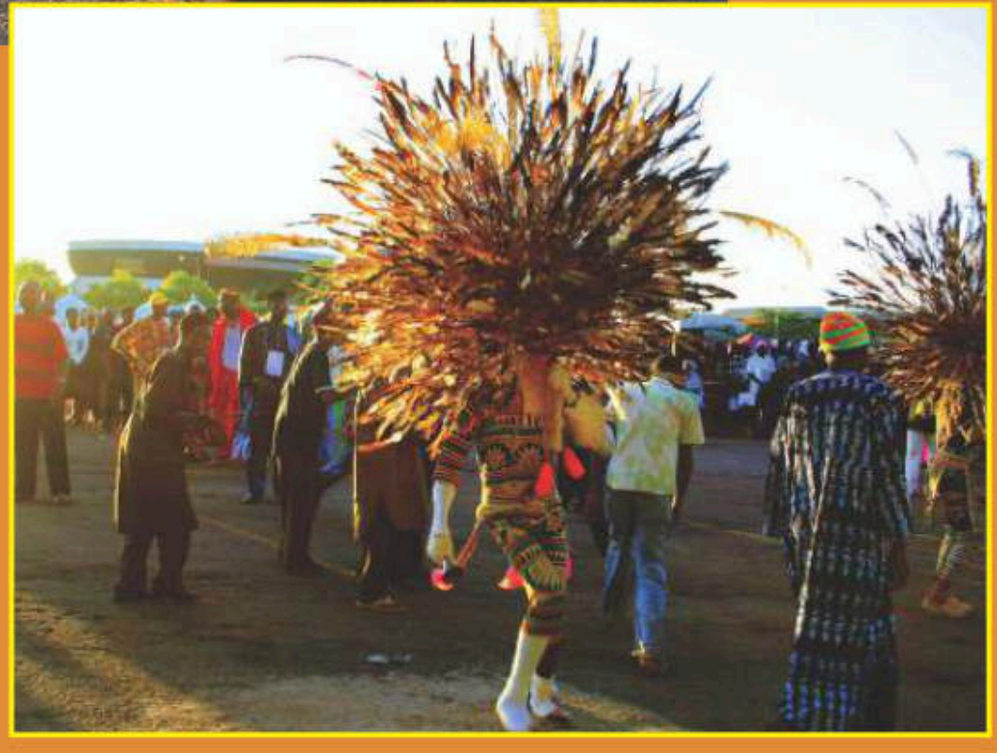
The Amusement Park in Enugu was conceived shortly after the ministry officials visited the International Parks and Amusement in Orlando, United States of America (USA). Michael Jenkins, the second developer of the Disney World, was invited to meet with the governor, after which he was shown different tourist sites and attraction centres in the state and was asked to choose a site for the amusement park. The Native Authority Layout with about 108 hectares of land was chosen. The state fenced it, built the access road, and provided it with water and electricity. The facility is ready to be given out to a concessioner. To revive the moribund state troupe, the Sullivan administration gave a waiver for the 25-member cultural/dance troupe to be absorbed into the state civil service. When that happened it became a full time job for them, making them rehearse frequently. Mammel observed that they had to wake up in the morning, "rehearsing and dancing, and from doing only a single dance step of 'Achikoro', they did twelve different dance steps of various Nigerian ethnic groups, which were showcased in a number of foreign countries". In time, they became frequently engaged in different parts of the country and even outside, thus earning more revenue for the ministry. With new costumes and enhanced dancing skills, their rating greatly soared, becoming the first Nigerian and West African troupe to be invited to South Korea for a seven-day cultural performance.

The ministry identified the many natural tourist sites in the state like the Heneke Ezeagu Tourism Centre. This particular tourist attraction centre was unique because it encompasses different tourist interests like a big cave, lake and waterfall, with the fall as a confluence of the water from the cave and a stream. Its colours alternate, emitting different colours at different times of the day. It was an amazing project duly managed by tripartite interests – the community, local government and state government. To preserve the ecosystem of the site, the state had to build both iron and foot bridges over a river that flows across the site. The state built



UMOJA Cultural Troupe from South Africa at the Enugu Cultural Fiesta, 2014





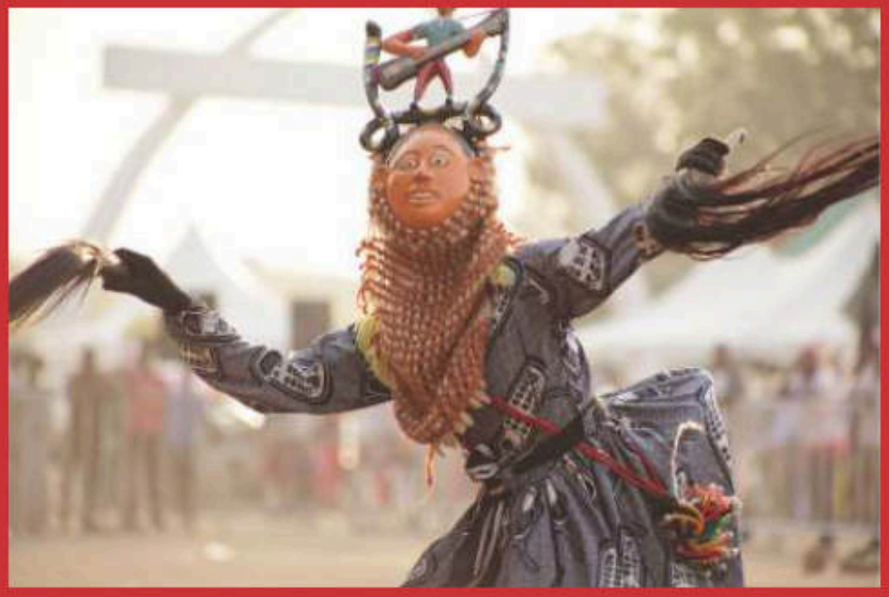
Masquerade displays
at the Mmanwu
Festival, 2014



Masquerade display at the
Mmanwu Festival, 2014









infrastructure like roads and cabins, while the villagers provided internal security and served as paid tour guides. With the way the park was developed, it has been listed as one of our national attractions.

The hospitality business was not left out. State government-owned hotels, like the Nike Lake Hotel, were renovated, while Hotel Presidential was leased to a private operator. To reposition the hotels, the state put them up for privatization. Hotel Presidential was the only renovated hotel that failed to thrive. Two hospitality companies; Status Symbol, a Nigerian/ Bulgarian company, and Exceptional Services made immense efforts, but neither succeeded in taking off successfully by the time the Sullivan administration left office. Also negotiations with Status Symbol fell through, and likewise the deal with Exceptional Services, which would have had the hotel renamed Prime View Hotel, with 80% equity to the investor and 20% for the state failed to take off before the tenure of the administration came to a close. However, the Nike Lake Hotel and Ikenga Hotel, Nsukka, were resuscitated and were operational under government–private sector partnership.

Never in the history of the state was Enugu celebrated beyond her shores through the effort of the Ministry of Culture and Tourism like during the Sullivan years. It was a glorious reign in the state. Annual festivals, which showcased Igbo culture, were held in December. They attracted tourists from far and wide to the state. The festivals were so well organized that various sensitivities were recognized and respected. Take the Mmanwu (masquerade) Festival for instance; it was handled by the ministry in order not to provoke religious sentiments - ditto for other sensitive aspects of the festival. Every community of the seventeen local governments of Enugu State participated in the splendor of their resplendent costumes, each competing to emerge the best. This no doubt led to healthy competition, looked forward to by the whole state and also served as a very strong unifying factor.

It is worthy to note that the festival was never restricted to Enugu State alone. The Sullivan government saw Enugu as playing its former role of being the capital of former Eastern Nigeria. As such, invitations were sent out to all the states that made up the former region and well beyond. Again, Mammel gave a vivid account of the festival: "On the masquerade day, there were spectacular varieties of masquerades. People – spectators, holidaymakers and tourists from abroad and different parts of the country thronged the event venues and were

thrilled. The hotels were fully booked two weeks to the time. Some Nigerians in the diaspora brought their children home. Americans started sending in people through one Mrs. Acholonu, and it gradually became an annual event for a lot of Americans".

For the Americans, accommodation was given gratis for fourteen days at Nike Lake Hotel with bus service by the administration. What was more, the event gradually grew in strength from a four-day event in 2011 to seven days in 2012 and 14 days in 2013, and it attracted revenue to the state accordingly. The event was so interesting that other things like beauty pageantry were added and this really served to spice it up. However, both the male and female pageantry were designed as a way of celebrating Igbo culture and values. Winners were selected based on their knowledge of Igbo language, traditions and culture in addition to their beauty and valour. While the men were assessed on masculinity and proficiency in Igbo traditional sports like wrestling, the ladies who competed from all the Igbo speaking states of Nigeria were judged on Igbo costumes and cuisine with different awards thrown into the bargain. The first two winners who went home with cash and car awards were from Delta and Anambra States respectively. Note that the Enugu carnival was different from the ones organized in some other states. While Enugu displayed Igbo culture, others focused on Caribbean culture. It created a lot of indirect jobs for the people of the state.

Nigerian music of the old was celebrated in what was called Night of "Old School" Music. Maestros like Mike Ejeagha, Bongos Ikwue, The Wings, Victor Uwaifo, Paulson Kalu, and many others were invited. They were all on stage to perform and were given awards. The sons of those deceased or sick represented them, like Jonez and Warrior. It also featured younger and more contemporary artistes from across the country. According to Mammel, about 39 A-rated artistes converged in Enugu for the last carnival. "Because of the high rating of the carnival, I received a lot of inquiries from those seeking information and advice on how to organize their own carnivals".

Admittedly, the festival upped the status of the state, and acted as an elixir for both visitors and residents of the state. As an example, the visit to South Korea was a big morale booster for the young men and women who made up the state troupe. It is fair to argue that within four years of the festival, the state revenue was greatly improved. So amazing was the festival that even the Nigerian Breweries Plc at some point could not meet up with demand for their products.

Even when the events cost about ₦290m to ₦300m to organize, it was estimated that businesses in the city like transportation, hotels, restaurants/bars, grossed over ₦1billion from the carnival. Small business activities like artistry, costume making, and choreography also tripled. According to Mammel, the ministry would not have achieved that much but for the direct involvement of the governor "who showed interest in what I was doing, calling ever so often, to encourage me."

Chapter Nine

"Overcoming poverty is not a gesture of charity. It is the protection of a fundamental human right, the right to dignity and a decent life."

- Nelson Mandela

The rural transformation was anchored on the Visit Every Community (VEC) initiative, which is today acclaimed as a model of participatory democracy in view of its roaring success in changing the social, political and economic landscape of the rural areas. The plan succeeded because it was well articulated, people-oriented and people-based.

Rural Development and Poverty Reduction

With a population of 3,257,298 (2006 national census), Enugu State has a poverty rate of 28.8 percent according to 2014 United Nations' Global Multi-Dimensional Poverty Index published in June 2015. The state has 17 local government areas. About 59 percent of the state's population lives in the rural areas. Three local governments in Enugu municipality together account for 22 percent of the population and Nsukka, a rapidly growing university town, accounts for 10 percent of the population. The other 13 local governments are mainly rural, with widely varying population densities. Traditional structures are very active in rural life and help to organize the many aspects of development at the local level.

Following various reforms by government, the traditional institutions have evolved into formal settings with elected town unions, written constitutions, administrative structures and officials. The town union is typically the most prominent of all Community-Based Organizations (CBOs), as it represents the collective will and aspirations of the community. It also provides an umbrella organization for the control and coordination of the various segments of the community, as well as other community-based organizations such as women's organizations, youths and age grade associations.

Poverty has increasingly broadened in definition beyond the original conception in terms of incomes. It is now widely acknowledged that poverty is a multi-dimensional phenomenon. To be poor is often construed to mean to suffer from ill health, to be socially excluded and to be

vulnerable. There is also greater perception of how economic, social, cultural, political and geographical factors tend to reinforce one another to keep the poor entangled in a vicious cycle. However, in spite of this broad scope, the definition of poverty has continued to be based on minimum income levels partly because they are quantitative, and so can be compared over time and between groups. A number of studies on perceptions of poverty in Enugu State have been carried out. There was the Enugu State Poverty Report undertaken in 1998 with the support of United Nations Development Programme (UNDP), a 2002 stakeholder consultation on rural livelihoods in the state, and a 2003 scoping study on developing policies in poverty alleviation and wealth creation. In all these studies, many of the Enugu people perceived wellbeing as "the ability to build a house, marry, beget children, train and feed them well. Also included in the definition of wellbeing was the ability to have cars, assist the poor, acquire titles, make financial contributions to community development, have economic trees, as well as provide for one's wife and family"[1].

With respect to the causes and impacts of poverty, many of the adults surveyed in the studies attributed it to "unemployment, lack of forest and land resources, lack of access to cash to buy farm implements, and absence of fallow land deriving from the influx of migrant farmers. The immediate impacts of these were poor feeding and hunger, as well as the increasing crime wave arising from poverty. Poor feeding also led to malnutrition, diseases and early aging"[2]. The female adult group identified lack of fertilizers, poor roads and lack of water as the prominent causes of poverty. To them, the most worrisome cause of poverty was the poor state of the unpaved earth roads, resulting in their inability to move produce to the markets.

Conscious of these results, the Sullivan Chime administration on assumption of office on May 29, 2007, took steps to tackle poverty by creating the Ministry of Rural Development. It was the first institutional framework in the state deliberately designed to tackle rural development and poverty. According to Dr. Eric Oluedo, a medical practitioner and the then Commissioner in charge of the ministry, the mission was to "consciously and actively deliver social and infrastructural services to the rural dwellers at the right time, right place and right value". It also had the objective of turning the rural economy around to become productive, efficient,

1. Enugu State Poverty Report (1998)
2. Ibid

responsive and remunerative with a view to tackling unemployment and migration. The objectives also included developing the critical mass with the right skills to build and manage enterprises in the rural communities. In addition to this effort, the Sullivan administration consciously infused blood and life into an erstwhile moribund Ministry of Human Capital Development and Poverty Reduction. The Ministry was specially charged with the responsibility of creating wealth and empowering the rural populace.

"One primary thing about poverty is that it is a mind concept. You may never make a tangible impact on poverty except you form an opinion that addresses the needs of the people", said Godwin Chiedozie Ogenyi, then Commissioner for Human Capital Development and Poverty Reduction during Chime's second term in office. The state worked with the understanding that an intensive war against poverty and massive infrastructural upgrade in rural communities are clear manifestations of good governance. Under the leadership of Sullivan, Enugu State worked with various pro-poor programmes and agencies. These include Community and Social Development Programme (CSDP), Conditional Cash Transfer programme, Visit Every Community (VEC), Rural Electrification Board (REB), Enugu State Rural Water and Sanitation Agency (ENRUWASA) and FADAMA III.[3] The Conditional Cash Transfer programme is today acclaimed as an initiative that has the most direct impact and contact with the poorest of the poor in the rural settings of the state.

Many at the inception of Sullivan's administration thought that the administration's rural development agenda was a mere political statement. Within a short period, the governor proved critics wrong. As earlier stated, the Sullivan administration had a development plan called the 4-point agenda. Rural development was one of these four points. The rural transformation was anchored on the Visit Every Community (VEC) initiative, which is today acclaimed as a model of participatory democracy in view of its roaring success in changing the social, political and economic landscape of the rural areas. The plan succeeded because it was well articulated, people-oriented and people-based.

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3. Fadama is a Hausa name for irrigable land, usually low-lying plains underlaid by shallow aquifers found along major river systems. The basic objective is the ease of accessibility of shallow ground water for agricultural production.

THE VISIT EVERY COMMUNITY PROGRAMME

The Visit Every Community (VEC) programme came in tow with other project initiatives such as culverts, bridges, community halls, local markets, village libraries, feeder roads, health centres and schools etc. On January 29, 2009, the governor inaugurated a special committee that undertook these historic visits to all the 472 communities. Made up of political appointees, members of the State Executive Council and elected local government officials, the committee had five broad terms of references to work with:

1. To engage with all the communities in the state, to identify their key developmental needs, ongoing or planned projects, status of implementation etc., with a view to prioritizing actions of government to meet the identified needs.
2. To advise government on the best approach or mechanism to meet the identified needs as quickly as possible, within the time frame available to the administration.
3. To identify the structures and economic resources in the communities for the purposes of advising government on how to develop these resources and enterprises in the communities.
4. To sensitize the communities on government's policies, programmes, actions and policy directions.
5. To carry out other activities that may be assigned to it from time to time by the governor or the State Executive Council.

On February 9, 2009, the Special Committee began a tour of the 17 local government areas that make up Enugu State to find out among other things, the Key Developmental Needs (KDNs) of each community in all the local government areas. In each community, the committee met with the stakeholders namely the traditional ruler and his cabinet members, President General and executives of town unions, government functionaries, political and business class, faith-based organizations, civil society groups, community leaders, women and youth organizations. During the visit, these stakeholders were engaged in interactive sessions wherein they were sensitized on Sullivan's 4-Point Agenda, Vision 20-2020 of the Federal Government, Millennium Development Goals (MDGs), Community Economic, Empowerment and Development Strategy (CEEDS), and their civic responsibilities like payment of taxes, electoral processes, and maintenance of law and order.

Interestingly, a number of findings were made from the visits. Before the visit, only 469

communities were known to the government but astonishingly, there existed 472 communities, which means that three communities were before then 'unknown' to the government. The committee equally identified the key developmental needs of all the 472 communities in the state, and their order of priorities. The committee took judicious notice of ongoing, completed and abandoned projects in all the communities. Furthermore, the economic resources which gave each community comparative advantage over others were identified. The visit also offered the state government an opportunity to identify tourist sites, mineral deposits as well as the economic and political structures in every community. Agriculture was identified as the main occupation of the rural dwellers. In the process, most common problems confronting agricultural development were re-confirmed and these included: land tenure system, aging population of farmers, poor educational background of farmers, lack of incentives etc.

The committee noted the gross weaknesses in all the existing structures in the communities occasioned by poor remuneration of traditional rulers, councillors, administrators, neighbourhood watch officials, dormant cooperative societies, and community project management committees. Prior to VEC, community administration was carried out without recourse to the extant laws. In that regard, it was observed that some town union Presidents-General perpetuated themselves in office and without any election. Some Presidents-General, it was observed, were only interested in using their offices to gain undue advantage without any evidence of project initiation and execution.

Many of the communities could not confirm to the committee details and status of project implementation units such as FADAMA III and the Rural Access Mobility Project (RAMP) within their respective communities. The situation was very bad that even where communities made counterpart fund contribution, these communities were never part of project planning and execution. It was indeed disheartening to the government that executing agencies start, complete or abandon projects in communities without the knowledge of the communities. Piqued by this, Sullivan had on one occasion unequivocally said: "As I said during my first inauguration, and as I have continued to demonstrate through my personal example, it cannot be business as usual". And indeed, it was not business as usual. This could be gleaned from the people's enthusiasm and excitement over the VEC initiative, an affirmation that Sullivan's government became the first ever to ask them of their needs, and beyond electoral promises,

positively impacted on their lives. This indeed shaped the proper expectation framework of the citizens. On this, the then Commissioner for Rural Development, Oluedo quips: "In return, the citizens promised to assist government in realizing the objectives of the VEC which is to lay the solid foundation for economic, social empowerment and development of all the 472 communities in Enugu State, having been equipped with all the relevant data necessary for rural transformation".

Following the successful collation of the key developmental needs of the communities, government streamlined them into eight basic needs, namely: functional health care, electricity, portable water, well drained rural access roads, civic centres, well equipped primary and secondary schools, security and good governance. The State Executive Council embarked on a retreat at the Nike Lake Hotel, Enugu to verify and analyze the collated data. In attendance were the governor and his deputy, members of the State House of Assembly, members of the State Executive Council, chairmen of the 17 local government areas, political appointees, traditional rulers, President Generals of town unions, etc. At the retreat, strategies for the prioritization, planning, budgeting and implementation were agreed upon. At the end, the identified needs of each community were prioritized into four key areas bringing to a total of 1,888 KDNs for the 472 communities.

With the developed components, the state implementing agencies such as Ministries, Departments, Agencies (MDAs), Local Government Councils (LGCs), Community Based Organizations (CBOs), and federal agencies started and continued to deliver the 1,888 prioritized KDNs to various communities without further abandonments and duplications. To further drive government's agenda, the development status of each of the 472 communities in the state were established and categorized and the Community Focused Projects (CFPs) accessed from 2007 till the end of Sullivan's administration. The Community Focused Projects (CFPs) include the Key Developmental Needs (KDNs) and other Community Developmental Needs (CDNs). From the basket of needs, Category A represented communities that had four or more number of CFPs already done, Category B represented communities that had three number of CFPs already done, Category C for communities that had two number of CFPs already done, Category D were for communities that had only one CFP already done while Category E represented communities that had no CFPs done.

In its tireless efforts in the assemblage of data and statistics required for the smooth running of the VEC projects, the Special Committee analyzed all the CFPs, KDNs, CDNs, from the inception of Sullivan's administration to its exit. Painstakingly, the committee summarized all the projects, which were done by classifying these projects by their names as shown below:

CLASSIFICATION OF COMMUNITY FOCUSED PROJECTS

S/N	PROJECT	DONE	NOT DONE	ON-GOING	TOTAL
1	Agriculture	26	28	10	64
2	Civic, Skill Acquisition & Vocational Centres	42	42	17	101
3	Education	576	67	124	767
4	Electricity	436	56	112	604
5	Health Centres	314	80	64	458
6	Others	168	85	26	279
7	Road (Access roads, rural roads, urban roads) and bridge construction	519	134	189	842
8	Water (potable, rural and urban waters)	449	115	101	665
Total		**2,530**	**607**	**643**	**3,780**

Source: The VEC document, May 28, 2015

CLASSIFICATION OF COMMUNITY FOCUSED PROJECTS BY LOCAL GOVERNMENTS

S/N	LGAs	No. of Comm.	Total Projects	Done	On-Going	Not Done
1	Aninri	20	243	200	24	19
2	Awgu	38	302	181	53	68
3	Enugu East	16	131	90	16	25
4	Enugu North	15	201	158	27	16
5	Enugu South	19	210	166	14	30
6	Ezeagu	41	299	199	59	42
7	Igbo-Etiti	27	210	129	48	33
8	Igbo-Eze North	35	292	195	57	40
9	Igbo-Eze South	18	132	78	29	25
10	Isi-Uzo	20	170	123	23	24
11	Nkanu East	32	253	173	43	37
12	Nkanu West	41	263	156	36	71
13	Nsukka	37	219	108	62	49
14	Oji River	29	209	133	53	23
15	Udenu	27	218	174	16	28
16	Udi	37	308	194	75	39
17	Uzo-Uwani	20	120	73	9	38
Total		**472**	**3780**	**2530**	**643**	**607**

The committee used the occasion of its second visit to see what had been done and what was remaining, notwithstanding that the executing agencies might have given the committee reports on what they had accomplished in these communities as a way of verifying the claims

made by the executing agencies. As the content of the VEC document was dictated by the professed needs of the community, they were confronted with what they set as their priority projects. For instance, in a given community, the tap water may have started running and then stopped. It was the duty of the committee to find out why. In some cases, it was discovered that it was as a result of squabbles over purchase of diesel to power the water facilities. To address this, the governor opted for the use of solar energy to power the water scheme.

The Visit Every Community programme became a continuous exercise, and had its third visit in the governor's second term for the purposes of finding out what the government had achieved over the period and what was still undone. Members of the State House of Assembly and the Executive Council participated and were involved in the third visit. Thus, with the House properly abreast of the programmes, it became relatively easy for the MDAs to defend their budgets at the State House of Assembly. Before an approval is given for an appropriation for any project, the House of Assembly would usually demand to know if the project was in the VEC document as agreed with the communities. This ensured accountability and transparency. And as part of the government's measure to ensure the sustenance of the projects, their durability, and steady maintenance, some of these projects were, on completion, handed over to the communities to manage.

One unique feature of the VEC initiative was that the projects so identified were executed in partnership with the local governments. The local governments equally initiated some projects on their own. Notwithstanding who initiated what, the procedure remained that the proposed project be submitted to the State Economic Planning Commission, who in turn reviewed the programme or projects to ensure that they conformed to the VEC document and other criteria. Thus approved, the cost of the project would be shared in the ratio of 40/60. For road projects, the cost was shared on a 30/70 basis between the local government councils and the state government respectively.

After approval by the State Economic Planning Commission, the local governments went back to their different councils to seek approval for their 40% or 30% counterpart funding of the project, while the state government went to the State Executive Council to get approval for their 60% or 70% counterpart funding. Once these conditions were met, the execution of the project took off in earnest. Different projects were executed by different agencies to wit: rural

electrification was executed by the Rural Electrification Board, water projects by the Enugu Rural Water and Sanitation Agency, rural road by the Ministry of Works, etc. The project funds were domiciled with the executing agencies. The state government, the local governments and even the communities jointly supervised the projects. Through that, the communities became empowered. Indeed, the government authorized these communities to inform the VEC Committee about any project that had been abandoned. The VEC initiative no doubt became a major investment in the people, ensuring not only the immediate provision of dividends of democracy, but more importantly, service delivery on a demand-driven and sustainable basis.

TOWN UNION ADMINISTRATION

The Visit Every Community initiative was also a vehicle for carrying out reforms of the town union administration in the state. The committee completed the registration of 472 town unions and turned them into productive and responsive units. The laws governing town unions, abandoned for long, were dusted and made operational. Town union executives were streamlined into one by eliminating parallel executives where they obtained. By this measure, most community crises emanating from town union elections were eliminated. To do that, the state government was very strict in enforcing the law. Circulars were issued to the effect that every town must have executives, and the exercise must follow due process. The VEC committee was mandated to supervise the town union elections, and on the day of such elections, all concerned such as members of House of Representatives, members of the House of Assembly, the Commissioner, the traditional ruler of the community, and other political appointees from that community were to be informed. With the seriousness attached to this project, the report of the process leading to the election and the outcome had to be prepared and forwarded to the Ministry of Rural Development. At the end, the ministry on behalf of the state government would issue the winners with Certificates of Return, which defined and detailed the terms of their offices. It can gainfully be said that these measures strengthened the town unions to function properly and monitor the projects in their communities.

The reform carried out in the town union administration was unprecedented in the history of the state. In the words of Oluedo: "With a well-established legal framework and restructured town unions, these institutions started attracting more accomplished people as presidents. Within Sullivan's administration, seven ex-permanent secretaries, fifty professors, and two former commissioners served as town union presidents. There was no law specifying

qualification for becoming a town union president, but these calibres of men were attracted because of their confidence in the process. They were made to be part of the government and the government accorded them recognition". Flowing from this was the exposure given to the occupants of these offices. Some of them were later appointed into government positions. The ministry developed a yardstick for assessing the town union presidents who were either scored high or low, depending on the number of sustainable projects in their communities. The Commissioner for Human Capital Development and Poverty Reduction, Dr. Godwin Chigozie Ogenyi, spoke further on what attracted first class brains of various communities into the executive bodies of town unions. "Once it is perceived that this government has good intentions: that it cares for people, it has progress in mind, everybody wants to identify with it. It is not a matter of policy. It is action that attracted them. You can make all the policies but if they can't see it, they wouldn't believe it. It is the fact that they found out that His Excellency, Sullivan Chime, was not only interested in the welfare of the people and the progress of the state, but also, he had officers; 80% of who I'm bold to say, were passionate about their jobs".

STRENGTHENING OF TRADITIONAL INSTITUTIONS

Community administration should not be a part-time affair. It is a serious business that should go with incentives and proper motivation. To realize this objective, the state government strengthened the traditional institutions. The same measures of reform for the town union were also put in place for the election of the traditional rulers (*Igwe)*. The Ministry of Rural Development worked in collaboration with the Ministry of Chieftaincy Affairs. Unlike what obtained in the past, no community in Enugu under Sullivan administration had parallel traditional rulers. The government bought 432 brand new cars for the traditional rulers, with an upward review of their monthly allowance from ₦30,000 to ₦100,000. For administrative efficiency, they were organized into State, Senatorial District and Local Government Councils of Chiefs, with the overall objective of enhancing community development and engendering a sense of belonging.

RURAL ROADS

It might permit repetition to say that the government of Sullivan Chime invested in rural infrastructure, and his greatest investment had been in rural road construction, which was vigorously and consistently pursued. To that effect, all the local government areas became

interconnected by well laid asphalted roads, creating in that process, booming small and medium scale commercial businesses. In effect, the concerted effort saw to the linking of the 472 communities to their local government headquarters with standard rural access roads. With the completion of rural access roads asphalted with drains, journeys from Enugu capital to most local government headquarters have been shortened. On the whole, the state constructed a total of 332 kilometres of rural roads and, in partnership with various local government councils, further constructed 299.4 kilometres of roads that cut across many rural communities.

RURAL ELECTRIFICATION

Government's follow-up action in rural electrification ensured a full berth of modern economic and wealth-creating ventures in every part of the state. In pursuit of the rural electrification projects, the Enugu State Rural Electrification Board (REB) rose up to the occasion, and the state government under Sullivan's watch was able to initiate and complete new electrification projects, and linked them to the national grid. The government did extension and boosting in a total of 86 communities. By the end of 2015, a total of 516 kilometres of low-tension wire had been installed and, as a result of that gesture, the extension and boosting of electricity went across all the rural areas.

At the inception of Sullivan's government on May 29, 2007, only 237 communities were connected to the national grid. At the end of its eight-year tenure in May 2015, a total of 207 additional communities were connected to the national grid, leaving only 28 communities in the state yet to be connected to the national grid. Rural electrification went hand in hand with pipe-borne water development schemes. Sullivan's administration completed and commissioned water schemes in virtually all the communities. The administration's greatest legacy in the rural water sub-sector would lie in the effective implementation of the Enugu State Rural Water and Sanitation Agency Law, long in existence since 2001, by giving the local people the greater participation in the management of rural water scheme.

HUMAN CAPITAL DEVELOPMENT AND POVERTY REDUCTION

The Enugu State government, through the Commercial Agriculture Development Project (CADP), supported 2,008 Enugu State farmers in groups of 170 separate registered cooperatives during

the period under review. They are: 67 cooperatives with 872 farmers in the poultry value chain; 64 cooperatives with 869 members in the maize value chain; and, 19 cooperatives with 267 farmers in the fruit trees value chain.

The government's rural infrastructure development initiative was part of Sullivan's economic empowerment programme for the teeming rural dwellers. Under his leadership, a comprehensive rural livelihood programme was designed in consultation with donor agencies. This resulted in a dramatic transformation of the economy of the rural communities in Enugu State. This programme, which was primarily facilitated by the Visit Every Community initiative and religiously executed, reinforced the state government's belief in citizens' participation in governance. The Visit Every Community (VEC) initiative is unique in every sense of the word. It is novel, and did bring to the fore the true essence of leadership, that it was understudied by some other state governments, international organizations and development partners.

In pursuit of its policy on poverty reduction, the Ministry of Human Capital Development and Poverty Reduction conducted visits to all the 472 communities of the state to ascertain the number and quality of human capital available within each community. With the visitation, the ministry was able to develop a database of people who were unemployed. The database was classified into the junior (school leavers/dropouts) and senior categories. Once so defined within a given catchment, it became possible to ascertain the possible assignments and works individuals could do with regard to the needs of the community. Similarly, the graduates were classified, and from the classification, the state government was able to ascertain those who desired government jobs, and those who needed skills to enable them become entrepreneurs.

It was this programme that eventually metamorphosed into the Conditional Cash Transfer initiative. The Conditional Cash Transfer (CCT) is a grant provided for the extremely poor and indigent households, on the condition that their children of primary and junior secondary school age must go to school and their children access health care from available health institutions. In addition, one member of the household was supported to acquire skills through special training, and was eventually provided with equipment and tools, and working capital to enable the person to engage in income-generating activities as an exit strategy from inter-generational poverty. The programme was geared towards increasing school enrolment and retention up to JSS III, increasing the access of the core poor to institutional health facilities, in

promoting increase in economic capital of the core poor, and to increase the number of small enterprises set up in the state. The State Executive Council did not hesitate to give its approval for the implementation of the programme in its meeting of September 12, 2012. With initial funding of ₦213 million from the Millennium Development Goals' Conditional Grant Scheme, the state government implemented the 2011 Conditional Cash Transfer for a period of twelve months.

The project team first identified 100 poorest communities in ten local government areas in the state. Out of these 100 communities, nine poorest families were identified in each community. To ensure transparency in the selection process, a Community Social Assistance Committee for the implementation of the CCT was inaugurated. Membership of this committee comprised of a clergy from the dominant religious denomination in that community, a headmaster who should be able to identify people in that area and concur that the selected individual is really from a poor home, a woman leader, the secretary of the town union and then, of course, the traditional ruler. After the selection, the names were forwarded to the Ministry of Human Capital Development and Poverty Reduction. Armed with the list, the ministry undertook a verification visit to the communities. During the verification exercise, names of nominated beneficiaries in the communities were called out and a voice affirmation was used to confirm his or her poverty status. With that done, then came the stage of identifying a trainable adult within that family. This trainable adult would be given an opportunity to learn a skill of his or her choice. During the period of this training, each of the adults was paid ₦6000 every month as sustenance allowance, under the conditions that their children must remain in school, and that they must take the children to the hospital or clinic when they are ill. "If a child is properly cared for medically, and he goes to school and remains in school, and the child does not have any inferiority complex because his parents are poor, it is likely that that child will grow up some day to become a responsible member of the society and therefore help the family transit out of poverty", Ogenyi rationalizes.

At the end of the training, the benefiting adult would be given some equipment, and the sum of ₦50,000 to enable him or her rent a place to start off a business. Initially, people looked at the initiative with some skepticism, but over time they lauded and embraced it, particularly when they saw beneficiaries starting businesses and employing people. To ensure sustenance, the ministry embarked on continuous supervision of the beneficiaries. In the words of Ogenyi, "I

think the initiative was one of the great achievements of Sullivan Chime's administration. He impacted so much on the lives of the rural people, and they still acclaim it as one of the most viable options of helping people out of poverty."

An important component of the Conditional Cash Transfer (CCT) initiative is the Business Start-up Grant (BSG). This is a guaranteed investment grant used towards the end of the programme to start a business for the trained member of the household in the vocational training or skill acquired. The investment must be in a profitable business venture that would yield sufficient income to sustain the household. The BSG is a compulsory savings of ₦10,000 per month on behalf of the trainee from each selected household. This amounts to ₦120,000 in a year for each participating household. This amount is used to purchase needed equipment, as well as provide working capital for the trained adult.

CO-OPERATIVE SOCIETIES

Benefitting households were also encouraged to form co-operative societies. The importance attached to co-operative societies and their formations was informed by the state government's understanding of their role as a fulcrum for wealth creation and poverty eradication. Spurred by this understanding, the co-operative spirit in the people was awakened through sensitization programmes. As at May 2007, about 42,000 cooperative societies were in existence in the state, but were essentially inactive. To change this trend and get these societies running once again, government worked towards getting the citizens into understanding the place and importance of co-operatives in the economy and their well-being. With the revival of that spirit, the administration of Sullivan Chime recorded 6,000 newly registered co-operatives, and revived old ones. Following this was the training and workshops conducted first in each of the three senatorial zones, and thereafter, at the local government levels. A lot of success stories were recorded after the trainings. The cooperative societies started thriving once again, and had impact in the implementation of the FADAMA project. Initially, funding the co-operatives was a challenge. However, the state was fortunate as the revival of co-operative movement came at a time when the Small and Medium Enterprise (SME) centre was launched. The ₦2 billion Central Bank of Nigeria (CBN) SME grant to Enugu State helped in solving the funding challenge. Many qualified and trained members of the revived co-operatives accessed the SME fund.

COMMUNITY POLICING

The Sullivan Chime administration realized early that security of lives and property is a necessary condition for the growth of democracy. Towards this end, the administration took steps to revive the concept of community policing, otherwise known as Neighbourhood Watch. The concept was informed by an understanding that the rural communities are usually close-knit, with members knowing themselves. Put differently, people in a neighbourhood are in a better position to identify one another and would be able to provide self-monitoring mechanisms for themselves. This scheme had existed before the Sullivan Chime administration but was very inefficient. Following increasing incidents of criminality in the rural communities, the state, through the Ministry of Human Capital Development and Poverty Reduction, infused life into the scheme. "Security in the case of Neighbourhood Watch was supposed to be pre-emptive. You don't wait for the crime to be committed then go and say, well, we are chasing them. Because they know their environment, they are able to identify strange faces and they are able to know the bad boys. They are able also to know the outlets through which people could come in or go out of the community. I think that was the secret of their success", said Ogenyi. As part of the reform package, the scheme was re-branded, and able-bodied young men were enlisted into the programme. Initially, they were scared but with assurances and incentive packages, they embraced the scheme in good numbers. The scheme had membership strength of no fewer than 40,000 young men and women. The structure of the scheme was re-organized and a lot of trainings were undertaken. Officers of the associations were democratically elected with a fixed tenure of two years in urban areas, and three years in rural communities. In Enugu urban for instance, neighbourhoods with more than 30 households were required to form their own association. With this rule, the neighbourhood associations increased to over 1,000 over time. With the approval of the ministry, the associations were authorized to collect levies from member households, and these levies were used in paying stipends to operatives and running the associations. By this measure, members held themselves accountable, and that equally reduced pressure on the ministry. Other reforms introduced included approval of standard uniforms, and introduction of secret codes for members against impersonation. The autonomy they enjoyed created a high sense of community and cohesiveness among members.

OTHER SERVICE DELIVERIES

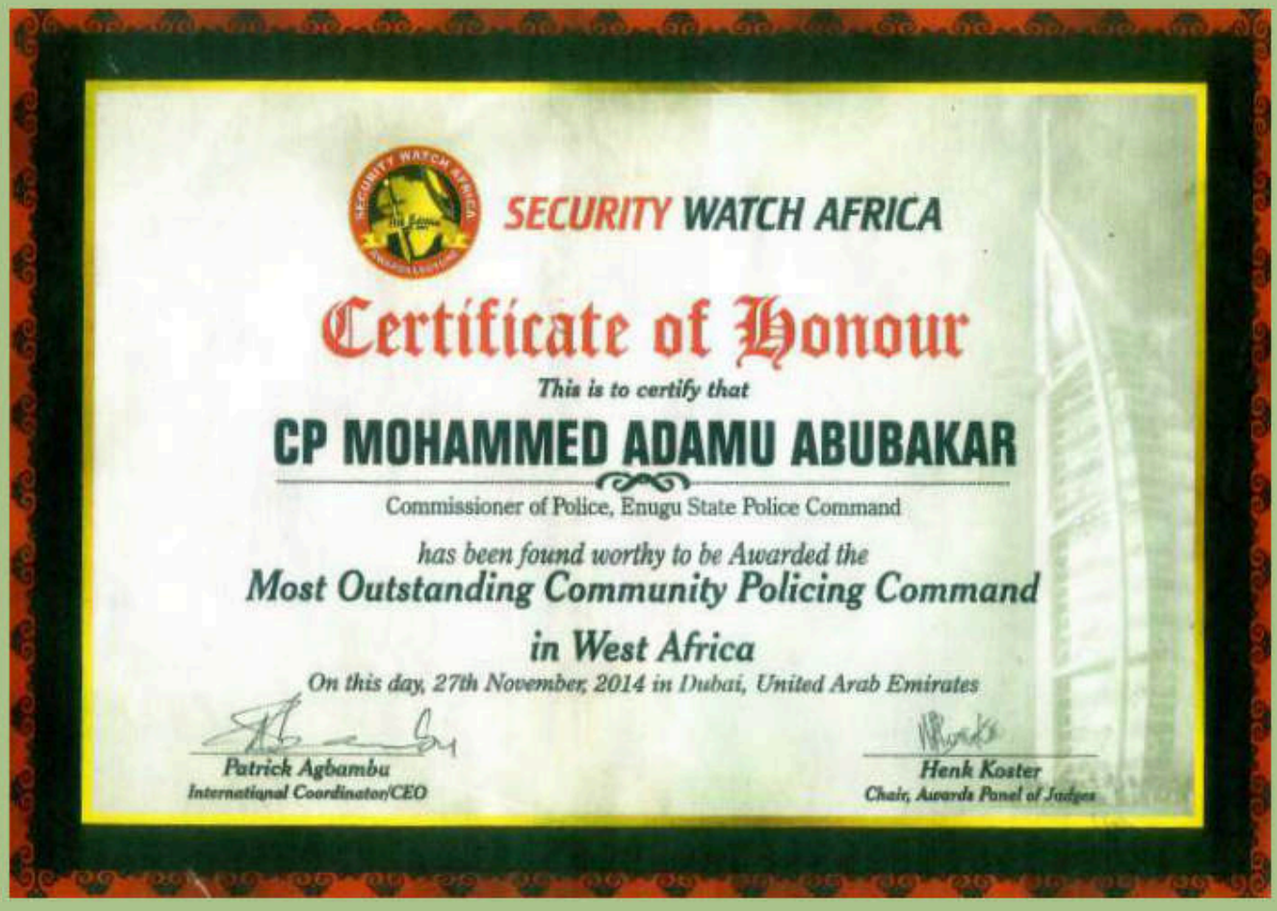
Government agencies took advantage of the organized structure of the initiative for service delivery. For instance, the Enugu State Waste Management Agency (ESWAMA) billed each neighbourhood collectively for waste evacuation, and the associations in turn collected the levies from members and paid in bulk. The Neighbourhood Watch platform was also easily used for the execution of the federal government's subsidy re-investment scheme otherwise known as SURE-P. With the payment of the state's counterpart fund, the state was qualified to receive the monthly stipend mapped out for the SURE-P. The challenge that confronted this exercise was how to select 10 persons who were to receive the stipend. To obviate this challenge, an idea was devised whereby ten people, who were selected from the people that were already operating as members of the Neighbourhood Watch, were asked to open an account. The ₦10,000 stipend was then paid to each of the 10 selected members, who in turn shared with others. The state also used the structure of the Neighbourhood Watch to distribute some essential commodities like kerosene, which was important in the lives of the rural community, but was very scarce and expensive. Moved by the plight of the rural populace, the state government keyed into 'Kero Direct' of the Nigerian National Petroleum Corporation (NNPC), to procure and distribute large quantities of kerosene at a subsidized cost of ₦50 per litre unlike the then market price of over ₦130 per litre. To ensure even impact, no family was allowed to purchase more litres of the commodity than others. The distribution was made at all the 260 political wards of the state, supervised by the Ministry of Human Capital Development and Poverty Reduction. With tankers fitted with dispensing pumps, each distribution team had a police officer, a banker, a person from the Ministry of Human Capital Development and Poverty Reduction who took records, two political appointees, one at a commissioner's level and one either Senior Special Assistant or Special Adviser.

"That is the kind of transformation that happened in Enugu State. It was not just that security was maintained, but we were able to transform people's views about government, people's views about life and people's views about each other. So they began to relate in a way that meant progress could be made as individuals and as a community", Ogenyi said.

Neighbourhood Watch groups were discouraged from having their own detention cells, neither were they allowed to handle criminal matters. These associations were made not to arrogate to themselves the powers and authorities enjoyed by the police. It was such that they

must be seen as other members of the community and work with them in that regard. As a rule, they must immediately handover to the police any arrest they make. It is worthy to note that throughout the period of Sullivan Chime's administration, the Neighbourhood Watch never recorded any issue with the Nigeria Police. This earned it tremendous respect from the police. This scheme also inadvertently became an agent of social transformation and character reformation. Because of its compassion and empathy, the scheme was able to absorb some persons whose unwholesome conduct had kept them away from the society. This category of persons, some of whom were on hard drugs, genuinely denounced their behavior and, with some training and rehabilitation, they became part of the scheme. "I think that was what made that magic. I believe that if you succeed in changing the thinking pattern of a man, you have set the man free from poverty", Ogenyi said. Given the calibre and composition of the Neighbourhood Watch groups, the ministry had to design a reporting format for them. It was simply a matter of filling the form and submitting to the ministry every week. Some of the outstanding reports were published in the periodic journal of the ministry. Aside the journal, the ministry was on the verge of producing a book before the exit of the Sullivan administration - a compilation of all that was achieved with the working title: "Community Policing (Neighbourhood Watch): The Foundation for National Security - The Enugu State Experience". The unpublished work has a list of all the neighbourhood groups, where they are located, when they were formed, and the number that was active at the end of Sullivan Chime's administration.

The neighbourhood project was so successful that it garnered some awards from within and outside Nigeria. On November 27, 2014, the initiative won an award in Dubai, United Arab Emirates, for the Enugu State Police Command, as the most outstanding community policing in West Africa. Organized by Security Watch Africa, a non-governmental organization, the award was given to the then Commissioner of Police in the state, CP Mohammed Adamu Abubakar. Also, the success of the neighbourhood watch with other security initiatives of the Sullivan administration compelled the then Inspector-General of Police, Alhaji M. D. Abubakar, to declare Enugu State as the "the State with the least crime rate in Nigeria". The programme also attracted attention of some scholars from abroad. An American lady from Rhode Island, United States of America, also came to Enugu to understudy the programme as part of her research work on community policing.



SECURITY WATCH AFRICA

Certificate of Honour

This is to certify that

CP MOHAMMED ADAMU ABUBAKAR

Commissioner of Police, Enugu State Police Command

has been found worthy to be Awarded the

Most Outstanding Community Policing Command

in West Africa

On this day, 27th November, 2014 in Dubai, United Arab Emirates

Patrick Agbamba
International Coordinator/CEO

Henk Koster
Chair, Awards Panel of Judges


Enugu
...the coal city state

Chapter Ten

"The system of local government by democratically elected local government councils is under this Constitution guaranteed; and accordingly, the government of every State shall, subject to section 8 of this Constitution, ensure their existence under a Law which provides for the establishment, structure, composition, finance and functions of such councils."

- 1999 Constitution of the Federal Republic of Nigeria



Test driving one of the seventeen motor graders procured by the seventeen Local Government Councils of the State.


BOB-MATSON-XCMG

Notwithstanding the constitutional provision for the existence of this tier of government, a lot of states in Nigeria still act in breach of the law. Sadly, in circumscribing this constitutional provision, the pyramid of governmental institutions of federal, state, and local government, occupying the top, intermediate and bottom positions respectively was irretrievably violated. Much of the confusion in local government administration today derives from this constitutional breach, and it is in finding solution to it that many see the Sullivan government in Enugu State, which acted differently, as a byword for excellence. It, doubtless, pales every other one in comparison.

Local Government Administration

Nothing captures in clear detail the years of the Sullivan administration in Enugu State more than the way it encouraged local government administration in the state. In the eight years of his government, bi-yearly elections were consistently held in all the seventeen local government areas of the state, starting from 2007 through 2009 to 2011, and finally 2013. Enugu State was perhaps the only state at the time that achieved the feat. Few states that attempted it broke off after one or two elections, and resorted to appointing caretaker executives to oversee activities in their various council areas with the attendant result of denying them the constitutional guarantee of democracy at that level of governance.

Notwithstanding the constitutional provision for the existence of this tier of government, a lot of states in Nigeria still act in breach of the law. Sadly, in circumscribing this constitutional provision, the pyramid of governmental institutions of federal, state, and local government, occupying the top, intermediate and bottom positions respectively was irretrievably violated. Much of the confusion in local government administration today derives from this constitutional breach, and it is in finding solution to it that many see the Sullivan government in Enugu State, which acted differently, as a byword for excellence. It, doubtless, pales every other one in comparison.

For a proper understanding of the achievements of local government administration under the



Second batch of the official sedans procured by the Local Government Councils for all their Councillors in the State

Sullivan government in the eight years it held sway, there is, perhaps, a need for a beam of light to be thrown on the concept of local government – its brief history. The idea of local government has been loosely defined. The Encyclopedia of English Language called it "A public organization authorized to decide and administer a limited range of public policies within a relatively small territory which is a subdivision of a regional or national government". The United Nations Office for Public Administration defined it as "A political subdivision of a nation or (in a federal system) state, which is constituted by law and has substantial control of local affairs, including the powers to impose taxes or to exact labour for prescribed purposes". These definitions do not significantly differ. Both agree that this form of government may be lower to federal and state governments yet distinct, and that it has the authority of law to administer a subdivision of a nation or state, however small.

Unfortunately, neither the aims and objectives for which it was established nor the revenue sharing formula of 56.68% for the federal government, 26.72% for the state and 20.60% for the local government as spelt out in the 1999 constitution could make the state see it as distinct. The interference is often blamed on the authority given to state governments to create local governments in 1981. That year alone, the number of local governments jumped from 299 in 1970, 301 in 1979 to 781. However, it was again reduced to 301 after the military overthrow of the civilian government in December of 1983. However, by 1996 the number has again increased to its present position of 774. And it has had between eight and nine reforms beginning with the 1976 Guidelines for Local Government Reforms; the 1979 Constitution of the Federal Republic of Nigeria; the 1984 Dasuki Report on Nigerian Local Government System; the 1988 Civil Service Reforms in the Local Government System; the 1989 Constitution of the Federal Republic of Nigeria; the 1992 Handbook on Local Government Administration; the 1999 Constitution of the Federal Republic of Nigeria and the 2003 Review of Local Government Councils of Nigeria. With these frequent changes and the power to create local governments given to states, it became difficult for the latter to see the former as partners, even if unequal. What was more, very few states, among them Enugu under the government of Sullivan, allowed the local government unfettered opportunity to function as the law prescribed.

It took the Sullivan administration three months after coming into office in 2007, to rouse the Enugu State Independent Electoral Commission (ENSIEC) into action. In a matter of months,



Earth moving machines procured by the Local Government Councils meant for construction of rural roads.
Above: Bulldozers. Below: Graders.





Rollers procured by the State Government for the Local Government Councils to complement their efforts in providing rural access roads

between September and December of the same year, the first local government election was held. And by January 4, 2008, the first set of democratically elected council members were inaugurated according to the law. It may be fair to say that his desire to implement the Local Government Law, hitherto inactive, was because Governor Sullivan Chime drafted it earlier as a Special Adviser on Legal Matters and knew the beauty of the law, if implemented. "In fact, I personally drafted that law which was sent to the State House of Assembly for enactment as Special Adviser on Legal Matters in 2000. I looked forward to implementing that law (The Local Government Law Cap 109, Laws of Enugu State 2004) and luckily, I had the opportunity and I implemented it to the letter as intended in section 7, subsection 1 of the 1999 Constitution", Chime said.

Regardless, it can be said that he decided to enunciate principle and play down personal interest. Other than that he could as well have allowed himself to be swayed along the path of other governors before him and those that served in other states at the same time with him, who acted as rebels to their own cause and obeyed blindly the dictates of their fancy. If the law was enacted in the year 2000 but ignored until 2007 before it was put in use, it tells so much about the personal discipline that Sullivan brought to governance. In violating Section 7 of the 1999 Constitution, which makes it mandatory for states to have democratically elected local government councils, these states unwittingly deny the people the veritable means of getting government down to them.

Having successfully conducted the first local government election and inaugurated the members, the exercise was religiously followed biyearly as prescribed by law. The tenure of a council chairman was two years, which could be renewed for another two years depending on performance while that of the councillors, like any other legislative body, is open-ended. So the four elections of 2007, 2009, 2011 and 2013 could be said to be real democracy in action as the people decided who their leaders were. Echoing this, Sullivan said: "It was very interesting because for the first time, people were really allowed to make their choices, and the local government chairmen were accountable to the people. They saw the people as their employers, so they owe them a duty to discharge their duties without fear or favour".

For effective administration of the newly elected councils, the Enugu State Economic Planning Commission, passed into law in 1993 one month before the exit of the Dr. Okwesileze Nwodo



Commissioning a major electricity project at Oji River

administration, was called up. The law was republished in 2004 in the Laws of Enugu State. The Economic Planning Commission, which was also provided for in the Constitutions of Nigeria, including the 1999 Constitution, is where the chairmen of councils and the state government interface for ease of planning and executing projects. The Sullivan administration maximized the interface at the commission to get the council areas to impact on the lives of the rural dwellers. Ozo Nwabueze Okafor, former Enugu South Local Government Chairman, and later President of Association of Local Government of Nigeria (ALGON) believes that the greatest achievement of the Sullivan government was the robust local government system it operated. "I believe, in my opinion, that one of the greatest achievements of Enugu State under Sullivan was the kind of local government system he operated; a very robust system in the local government; a system that empowered the different councils to be able to impact the lives of people at the grass root; a system that provided the right atmosphere, the right political environment for the administration of the local government to execute projects that were measurable; projects that were verifiable; projects that could make the people feel that there is government".

The Economic Planning Commission, which had a secretary and the governor as chairman, enabled the council chairmen and the state to plan together. Apart from projects executed exclusively by the councils, they executed many others jointly with the state. The formula for executing projects jointly with the state varied. Road projects were executed at 70/30 percent ratio with the state bearing the 70% cost while the local governments handled 30%. Electricity projects were shared 60/40 percent. The state incurred 60% while local governments handled 40% of the cost. In all of this, it was the local government council, and not the state, that initiated most of the projects. According to Sullivan, "The good thing in all of these was that it was the local government that initiated the projects; it wasn't a case of the state imposing on local government what projects to do and pay. We allowed the local government the freedom of initiating the projects, because they knew the problems of the people".

The principle of separation of powers was in fact, and indeed, put in practice. Local governments were allowed unfettered access to their allocations from the federation account. The net remittance to the local governments during Sullivan's administration was put at over ₦46 billion (Forty-six billion Naira). The Enugu State Economic Planning Commission recorded that the local governments received a total of forty-six billion, six hundred and forty-





Fire fighting trucks for the State and Local Government Councils. Inset: Operational vehicles for the State Fire Service

six million, six hundred and eighty-one thousand, one hundred and thirty-four naira fifty-one kobo (₦46,646,681,134.51) excluding Internally Generated Revenue, statutory deductions for salaries of primary teachers and traditional rulers, and 1% deduction for training of local government staff. It is a widely held view that the leadership style of Sullivan of allowing local government council chairmen uninterrupted access to their federation allocation, as well as ensuring efficiency in the utilization of the resources for coordinated developments, more than anything else, was responsible for the huge successes recorded at that tier of government. Local governments were - for the first time - able to execute meaningful projects. Apart from projects they executed jointly with the state, they also executed others on their own. No longer were earth roads done, which were washed off during the first rain. Perhaps for the first time in living memory, local governments did real road construction with asphalt.

Sullivan recalled that under his government, local governments were in competition to outdo one another in asphalting roads. He said: "Under our system, for the first time in the history of this state and maybe Nigeria, I stand to be corrected, local governments did roads and asphalted them. Asphalt roads sprung up in all the local government councils. It was like a competition of who would outdo the other. It was very interesting". The whole idea of earth roads with funny culverts and the building of civic centres died a natural death. Projects that benefitted the people like renovation of hospitals, schools, provision of water, sinking of boreholes, transportation, and electrification, among others, were undertaken and finished. In the end, a total of 1,898 different projects were implemented by the local government councils, which spanned across many sectors of the economy.

Of the 472 communities of the state, only 28 were yet to be connected to the national grid. A total of 232.596 kilometres of inter-community roads and 304 kilometres of inter-local government roads were asphalted. Also, the local governments in partnership with the state government constructed a total of 299.4 kilometres of asphalted roads (See details in table below). About 51 earth-moving equipment of various kinds such as graders, rollers and bulldozers were procured by the councils for the road projects alone; 13 vehicles, comprising 11 Toyota Hilux vans and two buses with an additional 17 were also procured to aid free maternal and child healthcare programme in the state. In the area of agriculture and fire service, the effort of the local government councils was equally encouraging, with the procurement of 42 tractors and six fire-fighting trucks respectively. There were other positive developments like the increase

in the monthly stipends paid to each of the traditional rulers in the state. The money was increased from ₦30,000 (Thirty Thousand Naira) to ₦100,000 (One Hundred Thousand Naira), and every one of them was given a brand new car. Details of the asphalted roads started and completed by all the 17 local governments in the state are contained in appendix B.

LIST OF ROADS CONSTRUCTED BY LOCAL GOVERNMENTS IN PARTNERSHIP WITH THE STATE GOVERNMENT.

S/N	Name of Roads	KM
1	Nsukka-Ibagwa-Ogurute-Aji-Ette Road	30.7
2	Eke-Ebe-Egede-Affa-Akpakwume-Nze-Aku-Nkpologu Road	52
3	Akpasha-Ozalla-Agbogugu-Ihe-Owelli-Ogugu-Nenwe-Mgbowo-Awgu-Ugwueme Road	58.4
4	9th Mile-Oghe-Iwollo-Olo-Amagu-Umulokpa Road	37
5	Amaetiti Achi-Inyi-Awlaw Road	25
6	Nkwo Nike-Ugwuogo-Neke-Ikem Road	42
7	9th Mile-Udi-Nachi-Ugwuoba border Road	44
8	Ogurute-Ugbaike-Obollo Afor Road	10.3
Total		**299.4**

Source: VEC document, May 28, 2015

The law under which the joint planning and execution of the projects was done, was the Enugu State Economic Planning Commission Law Cap 53. The law was enacted, as earlier stated, in 1993 before the then administration was overthrown, and was never used until Sullivan's time. The decision by the Sullivan government to call up the law for use in the eight years of his administration, as earlier stated, was a personal decision. More than personal discipline, which he brought to governance, he also showed political will in allowing the people their choice of representatives. Within the eight-year period, there was no case of imposition of candidates on the people. Re-election was secured on performance just as rejection was by lack of it. The progression became so smooth that, according to the former governor, by 2013 when the last

election was held,"out of the 260 councillors, only 18 went for election. It was only the 18 because under our local government law, at the end of the nominations, if you are the only one nominated for councillor, you don't go for election. You are declared elected. So 242 of them did not go for the election". So smooth was the system that opposition parties scarcely fielded candidates, not because they were stopped from doing so, but they saw the futility of going against candidates selected by the people themselves. According to Dr. Eric Oluedo, the Commissioner for Rural Development in the Sullivan administration, "They tried it (fielding candidates), but by 2013 it became clear to them it was a waste of time and resources. Outside the 18 who gambled and lost miserably, it was not a popular choice for the opposition parties".

It is not often said, but Enugu State under Sullivan ran a beautiful local government system that did not just take governance close to the people, but was procured at very reasonable cost. Take for example the amount of money saved in declaring about 242 unopposed councillors elected. The healthy competition among elected officials, which booked many for re-election, saved the state avoidable trouble. Sullivan Said: "When people believe they have elected their own people; believe they were getting the services they expected from their representatives; believe that nobody was using anybody to do anything funny and they believe in the system, you have a very good democratically elected local government system as envisaged by the Constitution. I wish the country can look closely at the system we ran and see how we can ensure that it is replicated in all the states".

The Visit Every Community (VEC) programme of the Sullivan government also helped to ease development at the level of community. Because most of the elected officials were the choice of the people, it was easy for them to key into VEC projects as itemized by the people. The chairmen and councillors participated fully in VEC and all had copies of the compendium, which also helped them to plan. The interesting thing about the VEC document is that it was generated from the communities to the local government level and finally to state level. The ex-ALGON president, Okafor said, "The VEC document was driven by the people; the communities, the market women, the traditional rulers, etc. All these people were met directly and their opinion sampled on what their choice projects were. It wasn't a case of giving the people what they don't want". The State Economic Planning Commission helped in no small measure in distilling these needs before they were taken to the various communities. By the laws of Enugu State and the law establishing the Economic Planning Commission, the council

would articulate the needs of the people which it brought to the commission, and the latter would verify the needs, assess them, and bring them together as a plan for the local government in the next financial year, to see how it affected both the state and the local government area.

As earlier stated, the personal decision to act differently by the Sullivan administration did not only set Enugu State on a pedestal where other states should take notes on the practice of separation of power, but how that power was utilized for the good of the people. Even states where local government elections were also conducted did not have the latitude, as was the case in Enugu under the Sullivan administration. What marked out local government administration in Enugu within the period under review was the interface between the people and the council within the VEC framework. Testifying to this unique opportunity, Okafor was of the view that those states that also organized local government elections were not as generous as Enugu in allowing the council chairmen sufficient freedom to interact with the people. "They did not have as much sufficient elbow room as we did to go to their people, to get what they needed, turn them into projects and implement them. I can tell you with certain claim of authority as former ALGON president who travelled far and wide, who visited states, even commissioned few projects as far away as Bauchi that none of them (local government system) was as good as Enugu".

For Sullivan, it was a taboo to work in breach of the office he swore to discharge. As a lawyer, he did not need to offend the principles of the law. "First and foremost I am a lawyer. I knew those laws existed and I also knew the possible impact they would have on the system if implemented to the letter. I was elected as governor to defend the Constitution, to do what the Constitution prescribed. That was exactly what we did". Armed by that knowledge, he was not impressed with the idea of acting otherwise. "I knew the implications of that. Any person, any government, any governor, that doesn't observe that clear provision of the Constitution, is actually doing something contrary to his oath of office – in fact, the person is doing it in breach of his oath of office".

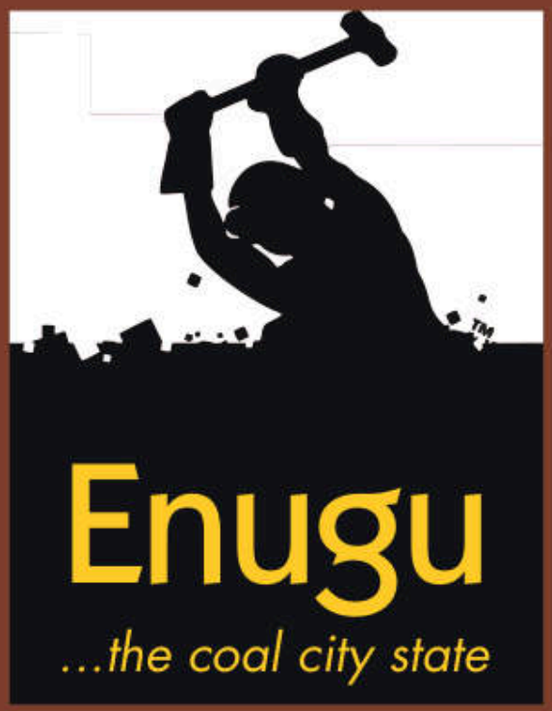
Perhaps what the Sullivan administration successfully did by allowing council chairmen access to their allocations was saddling them with enormous responsibility, which they couldn't shirk. In the past, when they were denied access to these funds, a good number of them

made do with paying only salaries and executing all manners of phantom projects. It wasn't until they were allowed control of their funds that they accepted responsibility, and the old style of squandering money faded away. Quoting Sullivan, he said, "Before we came in, local government chairmen were just busy paying salaries. The little money they had they squandered. That didn't make sense, but immediately they were given their money, when they were confronted with responsibility, of course, they spent the money judiciously", a classical example of the wisecrack - *to whom much is given, much is expected* - in action.

Chapter Eleven

"A man is literally what he thinks, his character being the complete sum of all his thoughts...."

- James Allen


Enugu
...the coal city state

We have very beautiful provisions in our constitution for the local government system. The local government system as it is today should enjoy a level of independence. It can actually function on its own as things are now. The only thing is that some states unconstitutionally and, in some cases, criminally, manage the funds of the local government. It is unconstitutional and those states should be sanctioned if you ask me.



On the occasion of the award of Honourary Doctorate Degree by the Federal University of Agriculture, Makurdi.

Thoughts for Posterity

Nigeria's march to nationhood is without doubt fraught with a lot of challenges, most of which stem from leadership. Sadly, these challenges have not been tackled squarely; rather, they are allowed to run around in circles with no possible solutions in sight. This chapter deals essentially with the views of Sullivan Chime on some of these challenging issues. By the peculiar virtue of his professional training and personal philosophy, and the constitution, his views are often candid and dispassionate as the man is practical. Even if they don't reflect general opinion and may be considered both conservative and radical at the same time, depending however on the sensibilities of the reader, they are nonetheless honest appraisals of the issues tugging at Nigeria's development.

Having himself served in government for a period spanning sixteen years - first as Special Adviser on Legal Matters, then Attorney General and Commissioner for Justice, and finally Governor - leading a state adjudged by many to have worked and addressed the needs of the people of Enugu, he is more than qualified to offer an opinion on national issues. And if some of the ideas he mooted while expressing his opinion on the following issues - Criminal Justice Administration, Humongous Corruption, Local Government Administration, Federal System of Government, Clamor for Abrogation of Immunity Clause in the Constitution, Plea Bargain in Criminal Justice Administration, Increased Spate of Ethnic Agitation, Crisis of Values, Relationship Between the State and the Church, Two Party Versus Multi-Party System, the Future of the People's Democratic Party(PDP), Principles of Rotation, Political Future, Creation of Special Courts, Food Scarcity, Review of Land Use Act - among others are reviewed dispassionately, perhaps Nigeria's problem would have been solved halfway. He might not

have canvassed popular opinion on all the issues discussed, which he himself graciously admitted in an interview for this chapter. "I know this may sound controversial, but I am just being a realist". How realistic the ideas are depends on the willingness to look at them objectively.

Criminal Justice Administration in Nigeria

"A lot has to do with the attitude of those in charge of criminal justice administration. As Attorney General for five years - not just a Governor - we had issues with those investigating cases. They were not too professional when it comes to investigations. The Nigerian factor is always there. People, in trying to pervert the course of justice, do so many things. But if cases are properly investigated, properly prosecuted, if those cases are presented to the Judges or Magistrates - as the case may be - there is no reason why the justice system should be where it is today. The Judges and Courts are usually frustrated. You come to court, either the witnesses are not there, or the cases are not properly investigated. As Attorney General, I have had sessions on some cases with some of these judicial officers. They tell me how frustrated they can be. In some scenarios, a case could be going on in their courts and it would be obvious to them that a crime was committed, that somebody was responsible for the crime; but, looking strictly at the facts before them, they had no option but to set the person free. There is this saying in our circle that it is better to free ten criminals than to jail one innocent person. You can see what is happening with the cases being handled by the Economic and Financial Crimes Commission (EFCC) and the Independent Corrupt Practices Commission (ICPC). At times they tend to politicize what they are doing. That is why you still see people who were alleged to have committed offences during the tenure of Chief Olusegun Obasanjo as President (1999-2007), still in court. I can assure you that you cannot attribute those delays to the courts or the judges. It has to do with investigation; it has to do with prosecution. If you investigate a case well and present it in court, the person is either convicted or acquitted- it's a very simple thing.

"There is no reason why any serious criminal case should last more than one week or two weeks in court. Once you are arraigned for the trial - you either get convicted or you are discharged. But we keep asking for adjournment either because the prosecution is not ready, or the witness is not ready. Under our laws, you cannot compel a witness to come and give evidence if you are not paying his transport fare. You have to make provision for his transport fare, but you know

in Nigeria now, we do things militarily. You ask somebody to come to court; no provision is made for him to appear. You want somebody to leave what he is doing and come pursue a case that does not 'concern him'? But the law makes provision for these people to be compensated and for witnesses to be paid. Not to subpoena witnesses – to be paid out of pocket expenses so that they can come and give evidence. You are not giving them bribe. But you must take care of them. For example, if you are bringing a witness from Calabar to come and give evidence in Enugu, you should be able to put him in a hotel, pay his transport fare. It is capital intensive, so government should make money available. So, when they call a witness today, call a witness tomorrow, they tell you they can't reach the witness. I was aware of some cases those days when police would tell you they can't contact a certain police officer – somebody who is still in the service of the police force. How can? The person is in Nigeria. It is easy to reach anybody. With his number you can trace him wherever he is. But he will still give you that as an excuse that they cannot reach the Investigating Police Officer (IPO).

"So, we frustrate cases, either deliberately or out of lack of competence. The smart criminals would kill the case at prosecution level. A judge cannot convict you if there is no evidence before him, even if he or she hates you. The principal witnesses will disappear. If there is physical evidence, they will destroy it. So, it is very easy because of our lackadaisical way of doing things. We are not serious-minded people. We are not professionals in the things we do. We don't have problems with the law. If we can implement the law the way it is we will have a very smooth criminal justice delivery system – churning out amendments to the existing criminal laws will not help".

Humongous Level of Corruption

"The truth is that most Nigerians are corrupt. I will give instances to illustrate this. We think corruption is only when we bribe somebody or when somebody steals from public fund. There are issues we call corrupt practices. The church preaches against corruption, but they are part of corruption. There is no church you go to now and say you want to help with their projects that will reject your money. I am yet to see that church. Rather, they will invite you to one fund raising or the other. How much are you earning as a public officer? But they want you to make donations. And they will clap for you; they will pray for you, they will give you their best seat in front of the congregation. It is all about money.

"Corruption is so much a part of our system that it will take time to eradicate it. Fortunately, or unfortunately, we are in a democracy. You know what happened under the military regimes of General Murtala Mohammed and General Muhammadu Buhari in those days. Because they used military brute force, we suddenly appeared to be a disciplined kind of people. If somebody attempted to bribe you in those days, you would run. But it is no longer that way now in this democracy. They now take their time to do whatever they want to do. So, it boils down to our people – attitude, who we are. The psyche of the people must be right.

"In our extended family system, we feel obligated to so many people. In civilized societies you are your own person. You take care of yourself. But here you take care of your immediate family, take care of your brother, your sister, depending on whom you are. If you are perceived to be a 'big man', everybody will come and tag along; you become whom they call the breadwinner. You start funding everybody and before you know it, they will stretch you beyond your limit and you start misbehaving. So, the system we operate is wrong. Somebody will work and retire and there is no provision like the little pension, which can hardly sustain the person. The pension is hardly paid. So why won't the person want to steal for the rainy day. Why won't he make hay while the sun shines? Why won't he steal money to protect his future?

"If you go to civilized societies, they make provision for everybody. So, you see that you have no need to steal money. If government is paying your bills why do you want to die stealing money? Why do you want to go to jail? So, it is a major problem. Government must do something to provide for the retired people. That may help, and we should learn also how to shed some of these weights. I mean the issue of people wanting assistance and the idea of not wanting to abandon them. It is a major problem. I believe it used to be this way abroad, but they got over it. So, ours won't be different. We will get over it. It won't be easy. But government should start thinking in that line. For example, it can start by offering certain services free of charge to our pensioners".

Federal System of Government

"We are not practicing any federal system. It is unfortunate. In 2012, under the aegis of the Governors' Forum, when we were still together, we came up with a committee to go to Germany to study their federal system. One person from each zone, and I represented the Southeast. So, seven of us went to Germany. They told us what we have been hearing

everywhere. In most federal systems, it is the component states which were independent and enjoying themselves that came together to form a federation. They are the ones funding the federation. The power resides in those states. That is exactly what you find in Germany. The real power is in the states. Whatever powers the federal government exercises is the power given to it by the states. The states - so to speak - fund the federal government.

"And because they have decided to come together as a nation, rich states actually help to fund the poor ones. That is the tradition. Not here where every month we run to the federal government to give us money. No, it should be the other way round. It is the states that sustain the federal government. That is why you see them having regional police and state police because they have the money. But in Nigeria the military came together and said there should be states. It should be the other way round. Here, one authority decided there should be states. And they were even creating states as favours. If you are favoured, and you make one request, they give you your own state.

Eventually they created 36 states. Funding the 36 states is now a big problem. It is ridiculous that in Nigeria, money is made in the states hundred percent and the federal government that really has no serious responsibility, takes more than half of it. It is senseless. The real need for money to work actually resides in the states. The states need money to work. They are the ones developing the country. There is no part of this country called Nigeria, apart from Abuja, that is not in a state. So, it is the states that are actually developing the country. Therefore, if the federal government has just Abuja and maybe some projects to take care of - like the way we collaborated with the local governments to build roads - if the money is shared the way it should be shared with the states getting the lion share, the federal government will then collaborate with the states to do some of the roads passing through the states. I don't see why those roads should be federal government business. Those major roads crisscrossing the states can still be called federal government roads. What I am saying is that it shouldn't be just their responsibility. Enugu and Anambra State governments, in collaboration with the federal government, should build the Enugu-Onitsha road under this system I am advocating. But that is not under this present arrangement because states don't have money. If they change the sharing formula and the states have money, the federal government can collaborate with the states and build some of these roads. Go to federal civil service – it is over bloated. There is what is called the federal government secretariat in Enugu here. What are those people doing?

Absolutely nothing! These are the duties of the state. What are they doing? You have, for example, the Federal Ministry of Health in Enugu and others. What are they doing there? They have no business there. Because of the huge sums of money, they get every month, they employ beyond their needs and embark on white elephant projects".

Autonomy for Local Government System

"If we practice the local government system as envisaged by the 1999 Constitution, we will be very happy. If you allow the local government to have their money, if you allow the people to elect their councils, the much we can do is - under the aegis of the State Economic Planning Commission - monitor them and guide them. What autonomy are they looking for? Where is it done in this world? Will the local government become a federating unit? It stems from ignorance. Local governments cannot be federating units. Local governments are institutions of government within the states. The Constitution made it very clear. It is for the states to make a law to establish the local government. But there is a proviso; democratically elected councils must run those local governments. In real democracy - not the type we practice in Nigeria- you go to vote for council. You decide on what you want. The constitution has not said every ward should have a councillor. You may decide in your own state on what is suitable for you. You use what you have to get what you want. You may look at the settings in your state and feel that it will be expensive for each ward to have a councillor. You may decide to group them. You can say for every four wards you have one person representing you. After all, in the House of Representatives we have local governments coming together under one constituency, ditto for the Senate. So, I don't see why it shouldn't happen in the council area.

"The states must look inwards and find out what they can actually afford, make a law in that regard, and implement it to the letter. The important thing is to let the people be represented by democratically elected councils. We have very beautiful provisions in our constitution for the local government system. The local government system as it is today should enjoy a level of independence. It can actually function on its own as things are now. The only thing is that some states unconstitutionally and, in some cases, criminally, manage the funds of the local government. It is unconstitutional, and those states should be sanctioned if you ask me.

"I ran the affairs of Enugu State for eight years, and for that length of time we consistently held local government elections bi-annually making it four times. We started in 2007, the year I came

in. In December 2007, we held the first election and they were inaugurated in January 2008. In 2009, we held the second one and they were sworn-in, in 2010. In 2011, we had the third one and they were sworn-in, in 2012. Then in 2013, we had the last one and they were sworn-in, in 2014. We were able to maintain that because we took it seriously. No other state did it. Some states were tagging along , but just before the general elections of 2015, some of them actually dissolved and appointed caretaker committees. We didn't do that. We continued with that system until we left. We have a very good system. All we need do is to implement what the law says. They have a measure of independence, but not autonomy. They are under the state. Yes, they are under the states, but the money that comes to them, they should be allowed to manage. You can collaborate with them under the auspices of the State Economic Planning Commission. I don't think some states even know this commission exists, or are required to exist under the constitution. They should establish such bodies and collaborate with the local government council chairmen to plan and execute common projects.

"Under my administration, we collaborated and executed a good number of projects with the local government councils, in addition to the ones they handled on their own. There were some projects they funded hundred percent. Others they did with the state government. Everybody knew what to contribute. Even in things like the state football club, Rangers International. To run the club, you know, is capital intensive; the local governments gave support. They were contributing money to help fund the Rangers International Club. That is to tell you the level of collaboration we had with them. So, we have a very good and robust local government system. The problem is the operators. If you want it to work, it will work".

Clamour for the Abrogation of Immunity Clause in the Constitution.

"People calling for the abrogation of the immunity clause in the constitution are those people who want to distract the government. If you are in government, immunity is not for life. Immunity is just to enable you do what you have been elected to do without anybody disturbing you. You have executive powers. As an example, if one were to remove the immunity of the governor, imagine a situation where a court injunction is obtained against the governor as a person for ordering the demolition of an unsafe house built without appropriate approval. Should the governor be jailed for flouting such an injunction? Imagine the disruption and the distraction that it will bring to governance... you can't even think of it. The governor or

the president would leave his very important assignment and go to the court, sit down, waiting to be tried? It stems from jealousy, envy, or complete lack of understanding of how government works.

"That was why it became funny when the Senate wanted immunity for some principal officers. It showed they lacked knowledge of how things work, or are supposed to work. A legislator can be locked up without disturbing the legislature. He is just a member of one group. Why must you give him immunity? As a Senate President or Deputy Senate President, your colleagues can remove you unceremoniously tomorrow, and immunity will elapse. The important thing is that if you commit a crime while enjoying immunity, they are waiting for you – at the end of your tenure, you will be prosecuted, and you go to jail if found guilty. So, the immunity clause cannot and should not encourage anybody to commit a crime. It serves its purpose. It allows people to do what they are supposed to do without distractions. It is only a fool that gets carried away by the immunity clause. Immunity clause is just to allow you do what you are supposed to do undisturbed. If you do the wrong things you pay for them at the end of the day. If you go – for example – committing libel or slander, insulting people, saying all sorts of things about people, they wait for you. Once you leave office, they sue you. The constitution is so clear. Under the Statute of Limitations, time does not run during that period of immunity. So, you don't lose anything. The day you leave office, time will start running. In this instance, nobody loses anything. Anybody who wants to sue you will still sue you and get what he or she wants. If anything, we should strengthen it".

Plea Bargain in Criminal Justice Administration

"If my understanding of it is correct, a plea bargain is to admit to an offence. Well, in law, the fact that you returned the loot doesn't exonerate you from punishment. You committed a crime. Whether the things have been recovered from you or not, becomes immaterial. Those things play a role if the person you stole from sues you for those things you stole. But the criminal aspect – the crime – has been consummated, fully committed. Once you commit a crime you have committed it. Returning the thing shouldn't be considered at all. But maybe that thing boils down to what I said earlier – competence. If these agencies don't have the competence, or maybe for logistic reasons they don't have the capacity to prosecute these people, they may opt for plea bargains just to recover money.

"What I am not comfortable with is: you say a governor stole money, a state's funds, and then a federal agency recovers the money and doesn't return it to the state. That one, to me, is wrong. If you accuse a governor or former governor of stealing state funds, and if you recover that money, you should return the money to the state. You don't give it to federal government. That one to me is a kind of official stealing by the government. If you recover money – state money – send it to the state. So, I don't support plea bargain. I told you, their hands are full – they are looking for ways of getting the money, not sending people to jail, not to discourage the act. They are just interested in recovery. If anybody knows that at the end of the day that you will only ask him to refund the money, they will keep stealing. They are encouraging people to steal, knowing that the only punishment is for them to return the money or part of it. If I steal one billion and do business with it, maybe by the time you ask me to return, I have already made ₦5 billion out of it, and I would gladly return ₦1 billion. I would go away with ₦4 billion and be happy. But when you are tried and convicted, so many other things follow. You will be barred from holding public office for ten years. Many other things will follow, not just going to jail. When a court pronounces you guilty, so many other negative consequences will follow, which to me should be there. Those are the real things that will discourage people from committing crimes. Plea-bargains should not be encouraged.

"I will support plea-bargain if in the end the accused pleads guilty and is convicted, and instead of going to jail for 10 years they say go to jail for one year. A suspect says: 'yes I stole one billion I am ready to return eight hundred million, I have spent two hundred million'. You go to court, you plead guilty, because the court must be part of the plea bargain. So, both parties must agree. 'This man has pleaded guilty, he has returned part of his loot, please be lenient', and the court would be lenient, give you community service, give you one year in jail or two years or whatever, but that person should or must be convicted. If a person says he committed a crime, he should be convicted".

Increasing Spate of Ethnic Agitations

"It is sad and very unfortunate that we have a beautiful document we call our constitution, and people just ignore it and are making all sorts of agitations, saying all sorts of things. If you go and read our constitution very well, you will see where it is clearly stated that you cannot discriminate against people. And one of those things is you don't discriminate against people on grounds of circumstances of birth, on grounds of where the person comes from. It is clear in

the constitution. If that is the case, this requirement by federal government and some state governments for you to mention your state or local government of origin is unconstitutional. It is unconstitutional to ask anybody to disclose his state of origin. What you find in the civilized world - for planning purposes – is the place of birth, and the next is your place of residence. For planning purposes, government should have records of how many people reside in Enugu, how many people are in Nsukka, how many are in Awka. That is for planning purposes. But it should be completely unnecessary for government to want to find out whether your father is an Igbo man, a Yoruba or Hausa man. If you are born in Enugu and you live in Enugu, you are an Enugu man. Some people will come with this argument that the constitution also has made provision for a federal character system. We can use the state of residence for purposes of the federal character system as is practiced in the civilized world.

"My son's father-in-law, an Nnewi man, is from Anambra State. During a crisis in Kaduna, he came back home, and I asked him what he was still doing in Kaduna. He told me to forget about the things they write in the papers; that Kaduna was very safe. 'I am more comfortable in Kaduna. I was born and bred there', he said. I think his father was also born there. His friends are there. He said that it is the only place he can stay. A full-fledged Igbo man with both parents from Nnewi, and such a person has lived all his life in Kaduna. And you won't allow such a person to hold public office in Kaduna because you see him as an Igbo man. When we remove that tag, all these agitations will stop. I made this presentation before my colleagues then, even before the president. I was a very strong advocate for the abolishment of the requirement for people to disclose their state of origin. So, if you proscribe that requirement, this talk about Igbo, Hausa, Yoruba, etc. will eventually die. We will start seeing ourselves as Nigerians. We should stop being selfish. If we want a localized language to speak, we can look around and adopt one in addition to English , as it was done in Ethiopia, or in the alternative adopt Swahili as was done in some parts of East Africa.

"English has failed as a national language in Nigeria because you have to go to school to learn how to read, write and speak good English. This has led to the emergence of what is known as Pidgin English, which is now widely spoken across the country. It cannot be our national language because it is not well developed.

"Let us have the opportunity of moving to any part of Nigeria, settle down, and not be frowned

upon or discriminated against. We don't need to amend the constitution. It is in the constitution already. Let us implement the constitution as it is. We may have agreed in principle to do that, but we lack that will, both the political will and the courage to say it loud. We won't like it. But that is the only way to keep us as one people – one nation, one destiny. I have a friend, Tayo Adenaike, who has been living in Enugu State since 1974. If you go to many states, not too many people were born before 1974. This means that he has lived in Enugu State for 44 years now. To be a commissioner or member of House of Assembly or Chairman of a Council, you are enjoined to be up to 30 years or so. To be a governor is 35 years. So he has been here for 44 years, and you still see him as a Yoruba man. That is not fair. We are not being Nigerian. Look at late Sam Loco Efe, the popular Nollywood actor. He adopted Enugu as his home. That is what it should be. A lot of our people were buried in Lagos. Any place you adopt as a home, do not just adopt it as a home, but also let other people accept you as one of them, and all this talk about where you come from will die. The first mayor of Enugu was from Bauchi State. Did Dr. Nnamdi Azikiwe not win elections in the West? We were almost there until the military people came. I know of one lady who told me that her grandfather lived in Enugu for thirty years. There are some northerners here who have lost their northern identity – you will never know they are from the north. Their grandparents, parents and they themselves were born in Enugu. They speak Igbo fluently but retain their Hausa language. That is the kind of thing I am advocating for.

"It is already in the constitution, and all we need is for the president to issue a proclamation or a directive or a circular – it doesn't have to go through the National Assembly – to all federal agencies to remove that requirement for place of origin completely, and criminalize it. Under the constitution, unfortunately, there is no provision for punishing people for discriminating. Though it is a fundamental right, people can sue and get their judgment and remedies. But if we criminalize it, that is probably where the National Assembly comes in. If the president issues such a proclamation or issues such a circular, let the National Assembly promulgate a law that makes it a criminal offence to discriminate against anybody on grounds of place of origin. It is already in the constitution; just make it criminal. So you can go to jail for asking people where they are from".

Crisis of Values

"We have issues with values because we don't even know what they are. We lack this sense of contentment. So even when you are making money, you make beyond your real need, and that is when you start being stupid. And you start doing all sorts of funny things. That is the common problem we have. Some people no longer have values, real value, or value anything. Nothing makes sense to them. The trend now is acquisition. What you do with the acquisition you don't even know. Just acquire the wealth and others will fall in place. So, in Nigeria, we don't have a sense of value at all. You may attribute that to failure of government to provide the basic things. There has to be a major rethink in Nigeria. We have to re-evaluate who we are. Let us go back to the basics. If we provide people with the basic amenities – let them even take it for granted. Provide people with the basic amenities, and it will go a long way to stem that phenomenon.

"People from day one just give up and think that anything they want to achieve in this world, they must get as help from somebody. If you go to my party office, you will see people just hanging around there, waiting for other people to come and give them money. They have resigned themselves to fate – they have given up, but these are able-bodied young men who can be useful, who can be gainfully employed somewhere. But the first thing they tell you is that there is no job. It is not true. There are many things people can do, but they fail to do because they feel they are belittling. But you must start from somewhere. If it is business, you do it, and someday you may become a rich man. We have read stories of people who rose from grass to grace.

"Some of the big men did not start big. Some started as hawkers, tailors, etc. and now they are multi-billionaires. Not everybody is prepared to do something. We don't have sense of value in this country because so many things come free to some people. We are not required in this country to work for what we get. Again, it borders on this issue of corruption. When you have surplus money, you have not worked for, you dash people money. And they in turn will squander the money and wait for other people to collect from.

"To some extent, I blame the churches for it. If you read the Bible, it will tell you what you are meant to teach the people – the word of God. Jesus Christ was asked, of the many rules, which one was the most important, and He said love. Love God and fellow human beings. These are

the two basic things. So why can't the churches concentrate on these basic two? Don't just teach; demonstrate it. It will show that you actually love somebody. If we can forget all those earthly things to an extent, teach ourselves how to love, how to assist each other, how to do good for the common good of everybody, so we can be nice people, happy people together, it can go a long way. They should even ban this thing they call thanksgiving. We have cases of people who said they built churches, and they bring everybody to come and celebrate it. Why are you telling us you built a church? Is it not between you and your God? Somebody without a visible means of livelihood will come and give you money, and rather than ask where the money is from, you ask him to kneel down and you bless him – 'wherever the money comes from, let it magnify'. What you are saying by that is that wherever he stole from, let him steal more".

Church and the State Relationship

"Jesus Christ answered that question. Give to Caesar what is Caesar's and to God what is God's. They should both work together for the common good of the people. There should be no reason for conflict. Government has no business with the church. It is in the Bible. Caesar, representing government, and the church, representing God, they don't have any business coming together except of course for the common good of the people. Collaboration! When we came aboard, we returned schools to their original proprietors - the churches. And when we bought cars for schools, we bought for them not minding that we had given them back their schools. So, we can collaborate in many ways with the church, developing projects. The important thing is who benefits from it. If it is for the common good of everybody, it does not matter if it is church or government. Let the church continue praying for government, and not get involved in governance. They don't have any business together".

Two-Party versus Multi-Party System

"I subscribe to multi-party system. People should not be forced to be in either party A or B. Let them have alternatives. All Progressives' Congress (APC) wasn't in existence some four years ago before they came together. Just allow people to express themselves. People may have issues with APC and may never want to go back to PDP, allow them to think of what else to do; either to hijack another party or form a new one, once they meet the requirements. I think what the Independent National Electoral Commission (INEC) should do, and I think they are doing it, is to ask for certain requirements to be met before floating a new political party. They register

you as a political party and if you fail to meet certain standards over the years they should deregister you. If you go through elections and you can't win even a councillorship position, you shouldn't be a political party. We are only interested in the vehicle that will take us to our destination. If you want to go to the National Assembly, you are only interested in the party that will deliver you, and not the ideology. But I am sure over time all that will change".

Independent Candidacy

"I don't know how that one will work. In theory yes, in practice no. In practice, how can an individual fund an election? In Enugu State, you can say we had things like independent candidates. Of course, people should be allowed to express themselves. Let us kill this notion of god-fatherism. If you are competent, people should judge you by your antecedents and give you the opportunity to serve. But to say 'independent' in the sense that you won't belong to any political party, and then you put your billboards everywhere, I don't think it will work".

Principle of Rotation

"People who are not favoured by the policy of rotation argue against it. Why people still talk of rotation is because of who we are. It is because democracy is still new here and we want to give everybody a sense of belonging. In United States of America (USA), such issues are considered mundane. Father and son have been presidents. In fact, a third Bush tried to be president, but it didn't work. But they are advanced. They don't have Hausa, Igbo or Yoruba. They see themselves as Americans. The issue of where you come from does not exist. They have gone beyond that. But here we still have those issues.

"When I came in as governor, our brothers from Nsukka were feeling so marginalized. I tried to address that issue. I did it so much so that their traditional rulers told me towards the end of my tenure that I did more in their zone than I did in other zones. And I jokingly replied them that since we have agreed that my successor would be coming from their area, let the person reciprocate at the appropriate time. If it is true that I did more in the North (Nsukka) than I did in the West (Udi), then when the person comes, let him do more in the West than in the North. I was doing that to give everybody a sense of belonging. We tarred almost all the roads in Nsukka metropolis. Working with the council chairmen, we linked almost all the local government areas together. There is no local government area in Nsukka zone that does not

have a well-paved road that leads to its local government headquarters. Not one! Uzo Uwani did not have access road to its local government headquarters, and we had to do it. We linked Nsukka with Igboeze North, Igboeze South, Nsukka to Udenu, Igbo Etiti to Uzo Uwani. We tried to link everybody together. With that, the agitation even for the Adada State wasn't as vociferous as it initially was.

"Give the people what they want, and everybody will feel that sense of belonging. If you keep the governorship in one place and you do not remember others, you will be having issues. And even in my government, there were so many important positions I dedicated to the North. My Head of Service position, from day one till I left office, was reserved for the North. If you retire, I go for another person from there. Three heads of service all retired, and all from the North. I did not change it. I made sure every zone had a serious stake in my government. They were part of what we were doing, and nobody felt marginalized. Because I was the person in charge, if you misbehave, I will sack you. If you go there and start behaving like an Nsukka man, I will sack you. If you go there and behave like an Udi man, I will sack you, or if you go there and behave like an Nkanu man, I will sack you. You must go there and behave like an Enugu man. Treat everybody alike. While I was in office, any complaint against anybody that bordered on sectionalism was a very serious complaint. Two things - corruption and sectionalism - were very serious issues.

"There was a time recruitment was carried out in the judiciary for magistrates. I gave them approval to recruit magistrates. At the end of the exercise, it turned out that very few people from the North were engaged. Majority of the people engaged came from the West and the East. So, my attention was drawn to it, and I directed the Judicial Service Commission to accommodate more people from the North. I said it was not a deliberate thing; maybe they didn't meet certain requirements. However, in law it is said, 'let not justice be done but be seen to be done', so I then approved that a certain number of people from the North be engaged. I enjoined the commission to employ the best from that area. You must be sensitive to some of those things.

"For now, we are still practicing this rotation. Over time, we will overcome it, but as long as we are still doing it, we must be sensitive to it. If my successor does the same thing as I did and the person after him does the same thing, at least within Enugu, marginalization will die. But if you

come in and you start letting people know that you are from North, East or West, it will continue to be there. As a governor, the people from my geo-political district wanted to hold a reception for me but I refused. I felt that it would make other people feel jealous. I only allowed them to hold a reception for me after I had left office. And it was done by all the zones – the North came, the East came, and the West came".

Political Future

I recently joined the All Progressives Congress (APC) to help redirect our younger ones and those still interested in active politics to the mainstream of Nigerian politics".

Creation of Special Courts

"I do not subscribe to that. What I will suggest is that some judicial officers be dedicated essentially for such jobs, and when the crime fizzles away, they would return to their original duty. When the prosecution is not ready, they will hear other cases. We don't have money to waste. It is just like when I was in charge here, we got the Chief Judge to approve that some courts be dedicated to handle waste and traffic offences. They were regular courts but dedicated to do those jobs. From time to time, they still handled their regular cases. But for you to create - by statute - something like an Industrial Court, I don't think it would be nice. Let all the courts handle these cases. If they feel the cases are many, let them dedicate courts, and that is what a Chief Judge or Chief Justice can do. It should have nothing to do with the Executive. So, I don't think they should create special courts for special matters. You can see what happened to the Federal High Courts. They started as Revenue Courts with limited jurisdiction to hear revenue matters, and today they have unlimited jurisdiction".

Achieving Food Security

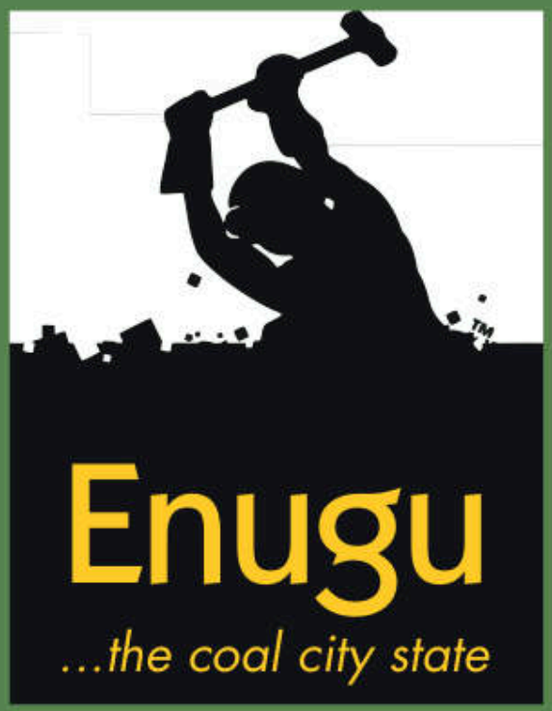
"Government should take agriculture more seriously. Agriculture is a very big business. Let government encourage more people to go into agriculture. You can give them money with a moratorium period, and at the end of the day, allow them to pay from their proceeds. Our people are not given to borrowing money. At least when we started the taxi scheme in Enugu State, it was almost like free. All they were required to pay was ₦100,000. And it was a brand new car, insured, registered; all the person was to do was to go and drive it. And they were required to pay little money over a period of four years. They were making money. The smart

ones among them made money, paid back, got more of the cars, and they were living like big men. Most improved their lives, got married, settled down, while the lazy ones were not able to pay.

"In fact, there was this cousin of mine who was among some of the people I personally paid the initial money for. He defaulted, and when they wanted to recover the car from him, he sent me a text message, saying that I should realize that he is the breadwinner and that he was feeding his family from that business. There was nothing I didn't tell him. Of course, the car was recovered from him. Interest payments on the cost of the cars was borne by government and, as such, were free to the beneficiaries. The smart ones were able to pay while the lazy ones failed. Those who failed perhaps saw it as government money".

Review of the Land Use Act

"There is nothing to review in the Act. God will bless whoever came up with that idea. It was made under Chief Olusegun Obasanjo's military regime. The Land Use Act which is enshrined in the 1999 constitution of the Federal Republic of Nigeria, makes it possible for somebody to develop a farmland without going through the intricacies of land acquisition. The Law empowers the government to acquire a land that is fallow, and give to you for agricultural purposes. So, government can take the land and have a stake in that your farm, give you money to go and establish that farm, and you will be paying back to them. And that will make it qualify as overriding public interest. If you allow people to always be getting their land directly from the natives, there will be problems. Some may even use it as collateral. Why do you want to use land as collateral? What they do - like I hear the Bank of Industry does - is that, depending on what aspect of farming you are going into, if you are doing animal farming for example, they would help you buy the equipment, but they won't give you money. They will pay directly and get that equipment for you, and maybe have a lien on that property.


Enugu
...the coal city state

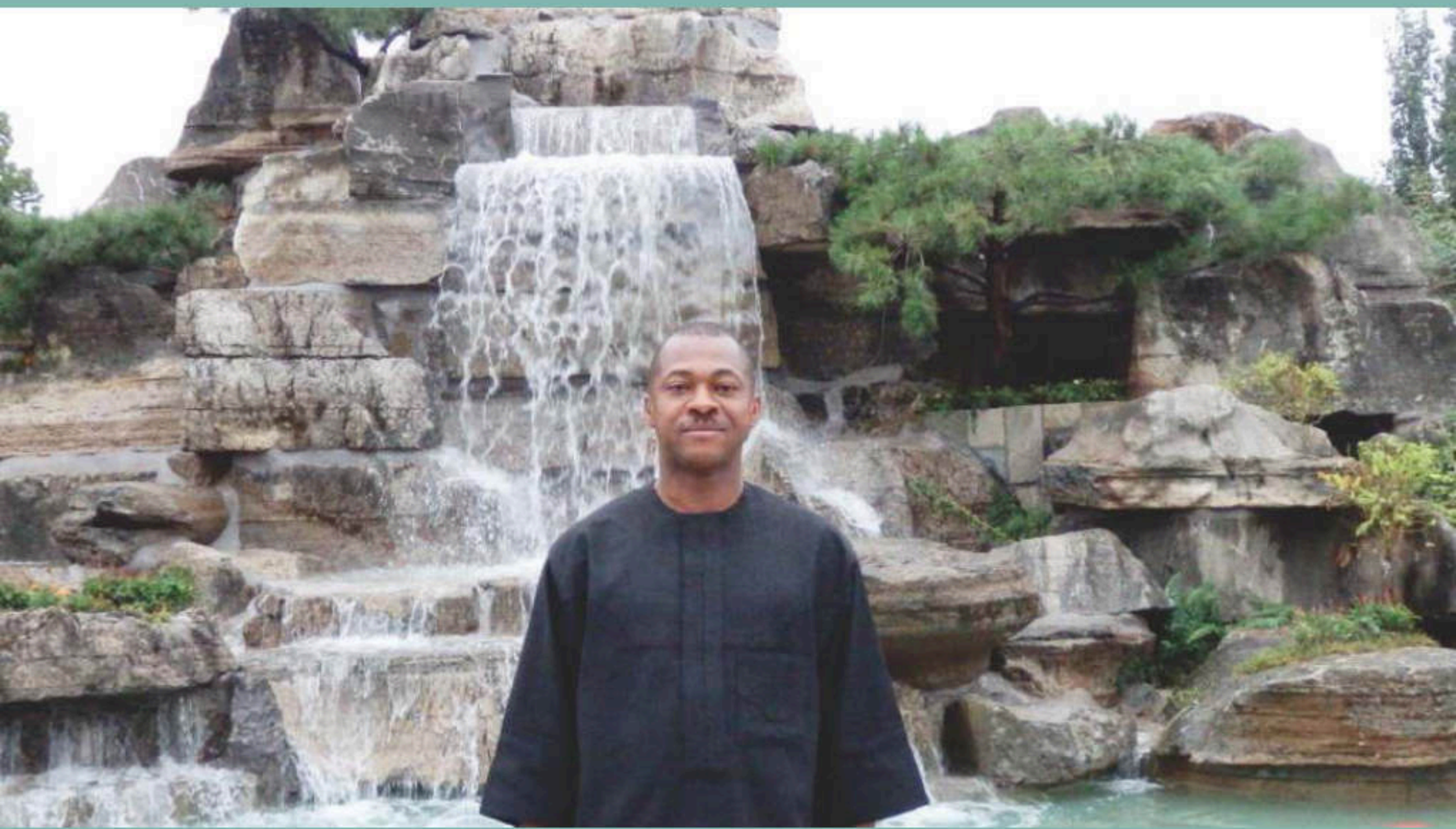
Chapter Twelve

"Integrity is not a conditional word. It doesn't blow in the wind or change with the weather. It is your inner image of yourself, and if you look in there and see a man who won't cheat, then you know he never will"

- John D. Macdonald



In Shangai, China



In Tianjin, China

" Sullivan Iheanacho Chime is one of the rare gems that the Igbo nation has ever produced as a leader and as a governor of the people. He was very different. A man who was so full of insight and who has listening ears for productive ideas; not for gossip, nor little things. Sullivan Chime believed in the big picture. He went on to raise Enugu State from the dustbin to a place of glory where everyone talks about the state. He brought Enugu so much joy and peace, so much conviviality".

In the Eyes of the People

One of the beautiful features of democracy is term limit. People are elected into office for specific period of time. Appraisals of performance of elected public officials are usually left for the electorate and history. Here, cross sections of the people give their opinions on the eight-year administration of Sullivan Chime. They spoke at different times and fora.

His Excellency, Dr. Goodluck Ebele Jonathan, (GCFR), former President and Commander-in-chief of the Federal Republic of Nigeria:

"I categorically state that Enugu State has the lowest crime rate in Nigeria; this is because Governor Sullivan Chime has done well in the areas of road transformation, security, providing traffic lights and other dividends of democracy, all these because he loves his people".

Senator (Dr.) Jim Nwobodo, former governor of Old Anambra State:

"As a governor, you have shown real commitment to uplifting the lives of the people and discharged your duties excellently, not only in the provision of infrastructure and security of lives and property, but also in restoring hope and freedom to the people and residents of the state".

Dr. Christian Chukwuma Onoh, former governor of Anambra State:

"For me as an individual, God has blessed me like Joshua; not only have I seen the Jerusalem of my dream, but I am in it. Like the Israelites in their 40 years journey led by Joshua to the

Promised Land, they had their difficulties to the extent that they started demanding to go back to Egypt. The last eight years (1999-2007) of our people as a state was one of humiliation, depression and total abandonment of their heritage. They watched with despair the looting of their treasury. Eventually, God, for reasons that cannot at the moment be explained, selected Sullivan Iheanacho Chime as the Governor of Enugu State. I am not ashamed in admitting that I shed tears and wept for joy over the performance of this young man. He exceeded all our expectations and I am confident that we the people of Enugu State, the Igwes and the leaders, are giving him our maximum support".

Senator (Dr.) Ken Nnamani, GCON, former President of the Senate, Federal Republic of Nigeria:

"Sullivan Chime is a blessing to the people of Enugu State. We have watched with admiration and gratitude his unrelenting efforts to transform Enugu State from the doldrums of maladministration to the horizon of new beginning. His demonstrable passion for development and democracy dividends in Enugu justifies his awesome pedigree and patrimony. He has proven to Nigerians that Enugu State can boast of transformative leaders who are able to put hands to work for changing the conditions of their people. His was not a media blitz. He did not need to buy all the megaphones in the land to be heard, nor did he need to capture every lecture circuit to define himself. His solid achievements in infrastructural upgrade in Enugu State till date have defined him as a very promising leader".

Hon. Justice P. Nnaemeka-Agu, CON, Justice Emeritus:

"I do not deem it necessary that I should catalogue all the worthwhile developments in Enugu State during Sullivan Chime's tenure. I only wish to advertise some of them. In the section of road development, any citizen of the state or regular visitor to the state, before and after the commencement of the tenure, will readily agree with me that in the context of roads within the state - vis-a-vis the Federal Government, Enugu State - has now experienced a change for the better. As correctly presented by the Senate and reported on page 5 of the Saturday Champion of April 4, 2009, under the caption "Senate Decries the Condition of South East Roads", the possible complaints on roads in the state now are over federal roads in the state: Enugu-Onitsha road from Oji River junction, through Ninth Mile to Enugu, along Enugu-Port Harcourt expressway, from Obeagu to Enugu; along Enugu-Nsukka road, from Oji River

junction to Ninth Mile Corner and to Enugu. Once one is not caught in any of these federal traps, his experience is on state roads, which are excellently smooth, sailing and pleasant.

"In the area of suitable and clean environment, the story is the same. Illegal and unnecessary structures have given way to lawful and well-planned ones and good roads. In summary, many of those structures and features which used to make some of our elders doubt as to whether our old politicians had the appropriate foresight when they decided, resolved, fought and took over from the British colonial administration have been laid to rest. Chime and his team have convinced us that the present Enugu State is and remains the ideal".

His Royal Majesty, Igwe (Dr.) Sir Chris Ogakwu, the Okwuluoha III of Udi Kingdom:

"His Excellency, Barrister Sullivan Iheanacho Chime is an accomplished citizen of Ekenene village in the ancient town of Udi, born to the family of the first monarch of Udi kingdom, the late Okwuluoha I of Udi, Igwe E. A. Chime. Like father, like son, as people often say. You have tried like your late father during his lifetime, to maintain an open door policy while embarking on enviable political maneuvers, trying to courageously carry along people of known diverse political opinions and interests in compromise, without minding the likely adverse implications. You have thereby showcased your transparent and mature leadership qualities. Your excellent family backgrounds, coupled with the legacies of your late royal father, are some of the things that you cannot compromise in whatever circumstances. Under one year of your administration, and despite the clear fiendish maneuvers by some opponents, including some misguided ones still serving with you, and for you, you have been able to excel in coming to focus on your 4-Point Agenda as enunciated for the state. You have thereby brought shame to all those who thought they could disrupt or deter you from the good works you were out to do for people. Udi people are proud of you, and are urging you not to relent. While appreciating all you have done for the state in so short a time, what is mostly required now is prayers as already advised by the Enugu Diocese of the Catholic Church – fervent prayers to soften the hearts of the jealous and envious individuals and groups, to limit their imaginary attacks on you only on false and frivolous propaganda, publications in the news media without consideration, and engaging in the more devilish services of their trained cultist assassins. Even though nemesis is already catching up with most of those failed politicians, please be

advised to continue to be vigilant. Majority of the people of Udi Kingdom are solidly behind you. Udi people are happy that you are popular in the state and beyond, and making so much waves. Indeed, for now, you are second to no other governor in Nigeria, in overall performance rating".

His Royal Highness, Igwe Jeremiah Onovo: Traditional Ruler of Akegbe Ugwu and Chairman of the State Traditional Rulers Council

"Come rain or sunshine, Governor Chime can count on the support of traditional rulers. Our unalloyed solidarity is anchored on the fact that, as a good pilot, the governor has steered the ship of state aright with his crew. The people of Enugu State cannot forget that he kept faith with the people's mandate. We will double our efforts in remaining loyal to him. He is very kind and considerate".

Senator Ayogu Eze: CON

"Two years of your administration have changed our views of democracy, dissolving our age-long skepticism and distrust, and planting in their place, hope, happiness and peace. Our roads are now motorable. Our taps now yield water. Our schools have been transformed from mere theatres of cultism to centres of learning and excellence. Our hospitals provide medication at costs our people can afford. Above all, we now enjoy peace in our state. Congrats, Best Governor of the Year!"

His Lordship, Bishop Anthony Okonkwo Gbuji: Emeritus Catholic Bishop of Enugu

"Governor Sullivan Chime is the person the people of Enugu State are looking for – Iheanacho. Before this administration came on board, we lacked leadership targeted at the people. He has recalled disengaged workers. Taps have started to flow in my residence for the first time in over ten years of my stay in Enugu. The issue of thugs has been reduced tremendously. Look at the network of roads all over Enugu. Let us cooperate with Sullivan Chime".

His Royal Highness, Igwe (Dr.) Charles Abangwu, CON, the Ezeigwe of Eha-Alumona:

"Sullivan Chime's government delivered the people of Enugu State from slavery, insecurity

and helplessness. His government provided the people with abundant democratic dividends, as well as the prompt payment of workers' entitlements. Chime's government reconstructed most of the impassable roads in Nsukka urban with solid materials; and has awarded more contracts for the construction of other roads within Nsukka Zone. His government was the first civilian government in the history of Nigeria to work tenaciously towards the creation of another state from the existing one within his jurisdiction. The people of Nsukka cultural zone will forever remember him and pray to God to give him life, light and love".

Professor Chinedu Nebo, former Vice Chancellor, University of Nigeria; Federal University of Ado-Ekiti and former Minister of Power:

"Barrister Sullivan Iheanacho Chime is one of the rare gems that the Igbo nation has ever produced as a leader and as a governor of the people. He was very different. A man who was so full of insight and who has listening ears for productive ideas; not for gossip, nor little things. Sullivan Chime believed in the big picture. He went on to raise Enugu State from the dustbin to a place of glory where everyone talks about the state. He brought Enugu so much joy and peace, so much conviviality.

"There was a time that some of his political rivals wanted him out at all cost because he was so endeared to the people, and they felt that his shoes would be almost impossible to fill. So, one way to prevent that, they felt, was to chunk him out of the system and bury him somewhere in the political cemetery. Of course, the people would not want this kind of thing to happen and political parties were begging him to join them.

"Sullivan Chime taught us that there was hope in every situation. Looking at the entire terrain of Enugu State, the topography of our beautiful Coal City State, the dilapidating municipal infrastructure, incredibly bad road network, the difficulty of making sure that you move from one place to the other without being harassed by hoodlums, robbers and of course, by bad roads and so on, he started on a note of revamping the road infrastructure in Enugu State. He did a masterful job of it. Because of my commitments - I have been Vice Chancellor, Federal University of Ado-Ekiti, and then Minister of Power - I haven't lived in Enugu for a long time. In 2015, I finally started coming more frequently. I have gotten lost in Enugu because where you expected a dead end, where you expected garbage bins piling up on roads that were never

done, where there was no link from one community to another within the metropolis of Enugu, I was surprised to drive through everywhere and not find a pothole on the major streets.

"Then at night, it was fascinating. I just took pleasure in driving some of my visitors around Enugu at night. For foreign visitors, when they are talking about New York or Minneapolis or Chicago, they will know that there is Enugu, and Enugu looks as good as any of them. It was a beautiful thing for a governor to really spend so much time and resources to make sure that mobility in the state was not taken for granted or neglected or ignored.

"He did a lot to revamp the water scheme, but unfortunately there were people who, in spite of his efforts, were not forthcoming in doing their own bit; but we all know the efforts he put in. Sullivan Chime had an economic ear. He knew that there were people who could help to develop the state because resources were not very freely coming. Enugu is one of the poorest states in the country, but nobody comes to Enugu and believes that. We are more beautiful; we are prettier and have a lot more infrastructure than so many states that are much richer than us. That again goes to Sullivan Chime's savvy and wise stewardship while as governor of Enugu State.

"Well, engineers are known to be people who are really honest. Many years ago, in Britain, they executed convicted persons by chopping off your heads. They used a guillotine. So, they brought a lawyer to have his head chopped off, and when the executioner drew the lever, it didn't function. Everybody shouted, "not guilty". They brought a doctor and they tried to lower the lever, it didn't function. Everybody shouted, "not guilty", and then they let him go. They brought an engineer, tried to lower the lever, and while they were trying to lower the lever, instead of the engineer saying his last prayers, he was busy trying to find out the device that didn't allow the lever to fall down. So, they lowered it, it didn't work, and everybody said "not guilty, not guilty". The engineer just quickly went up, corrected the lever and released the mechanism, went and put his head there. Of course, nobody asked what the result was. So engineers are honest.

"The Nigerian Society of Engineers gave Sullivan Chime a national prize as one of the best governors in infrastructure development. Not many governors received that, and he is not an engineer. I was invited as the minister, and I was very proud of my governor to know that my

own professional society honoured him.

"When you think about his style of governance, he tried to balance a lot of things. One group or another often captures many governors. Governor Sullivan Chime was not one of those who were owned by any group, any organization, any people, or any society for that matter. He was very fair to all. He had a problem with regards to answering his phone calls, and I have always told him that. If nobody tells him, I will tell him because I remember in 2011 when people went to vote again for Sullivan, there were pregnant women with eight months, nine months pregnancies waiting to vote for Sullivan. There were people with suckling babies; they were all there in the heat of the sun, with no place to take cover. They were waiting to vote for him. Then an old man in his eighties with his walking stick, said 'would somebody show me where to put my finger for Sullivan?'. So, maybe he apparently didn't have a lot of time to respond. We forgive him for that, because sometimes governors receive so many selfish, frivolous calls that don't add an iota to the good of the state.

"But again, that was the big drawback that he had, and many people regarded it as arrogance.

"Sullivan was not arrogant at all. It is just his nature. There are some of us that are very reclusive. In fact, for me, my wife tells me that if I hadn't married her that I would have married books. I think she is correct, you know. There are people like that, but his governance style was open. Look at the security situation while he governed. Everybody had his hands on deck to make sure that Enugu was rid of criminals and criminal elements that went about doing all kinds of things. And that was why Enugu was declared as one of the safest states in the whole country, one of the two safest states in the country, and I think it is something to thank God for, to have a governor who really brought us to that point. Again, with regards to his style of governance, he listened to everybody. He might not necessarily do everything everybody wants him to do or would like to see done, and no governor would do that and survive.

"But at least, I know that he listened to people. One thing I know that Governor Chime did not do was to use hearsay and gossips to punish people, victimize people and so on. Many governors end up in that trap. Wicked people go and whisper nonsense to them, and instead of investigating and finding out if those things are true, they believe them. I tell you the truth, if I had listened to the people who rushed to me when I became Vice Chancellor of University of

Nigeria (UNN), I would have removed most of those who became my greatest allies. But for anybody who would come, sometimes I would ask him 'would you want me to call this person so that you can repeat this thing before the person?', and they would start saying 'no, no, don't worry'. At the end of the day, I took my time to study the terrain well, and then to know those I needed to work with. And I think Governor Chime was very much like that, an upright person who did not want to listen to gossip, and use it to victimize or intimidate anybody.

"He didn't use his office to victimize anybody or colonize the state as many people tried to do. I don't know if I should say this. I do remember that our own people from Udi called him and told him 'you have not done anything for us'. They were very upset with him because they told him that he was too even handed with everybody that he forgot his own people and where he came from. He wasn't sectional, he wasn't parochial, he wasn't selfish, and he really wanted the best for the people.

"Whenever you brought a good idea to him, he ran with it. He wasn't afraid of taking the bull by the horn. Many governors are not like that and I have never known him, to the best of my knowledge, to do anything for selfish interest. In fact, there have been people who introduced themselves to me as contractors; they said Chime is a strange man. 'We try to do things for him and he says "no, no, I don't care."'

"I really respect him so very much, and in the hearts of so many people, Governor Sullivan Chime remains a prince of our time, a darling of the people, a jewel of ***ani Igbo*** and ***ndi Igbo***. He is the kind of person we can project any day, anytime, as an illustrious son par excellence, one that will never mislead our people. I believe, by the grace of God, the sun will again shine upon him as time goes on. Right now, we are hoping that God will open doors for people like Governor Chime to do more for our people and continue the good job he has done in many other capacities and so on.

"Generally, I will say that he is a man in whom I'm delighted. I'm not given to using superlatives to describe people unless they deserve it, and this very man, Sullivan Chime, deserves the best of superlative descriptions. That was why I wrote the poem I wrote – 'Coal City Damsel' many years ago, in fact, within the first two years of his tenure. He had accomplished so much when I saw Enugu changing from a dustbin to a beautiful and elegant city.

"Governor Sullivan Chime had an excellent pedigree. His father was a minister in the then Eastern Region, and the commissioner of a province that is larger than Enugu State. He was brought up ruggedly, never as a spoilt brat. I remember, even before he became a governor, he was a brilliant man. That is one thing we should never forget. Sullivan is brilliant; incisive when it comes to taking decisions, and he wouldn't look at people's faces. He would tell you, 'Look, you are wrong here. I'm not going to go by this'. He is a man of vision. I believe that he might have gotten some of these qualities from his solid family background. His father was a rugged disciplinarian. He became the traditional ruler of Udi. He was the kind of man that would go to school, and in the presence of the school, flog his own child to show that he wouldn't allow any such thing to happen. He didn't let his family down. He didn't let ***ndi Udi*** down. He didn't let Enugu down. He didn't let ***ani Igbo*** down and we are very proud of him any day.

"Sullivan is not the kind of man that does things because of political correctness. Sullivan does things because they are in line with the larger picture and vision of what he has. If he wanted to be politically correct, he would have made a lot of mistakes. But he stepped on toes because he didn't care about political correctness. I believe that he has what it takes. He has the foundation and the upbringing, let's put it that way. He was brought up as a prince, not like a lackadaisical and devil-may-care prince, but ruggedly.

"I can attest to the fact that Sullivan doesn't care about political correctness, otherwise, I know that there are steps he took that could have cost him a lot. If he had cared about political correctness, he would have gone amiss in many things. A leader has to be decisive; not doing things for political correctness, but doing things that will serve a legacy, emancipate the people, and create an environment that is nurturing, an environment that will give capacity to the people of the state and Sullivan was such a man.

"It is difficult to produce many Sullivans because of the habitual and pathological self-centredness and selfishness of those who become leaders in Igbo land. Most of our leaders in Igbo land are not leaders. Many of these people have no pedigree. Who do you begin to blame? I do think that the likes of Sullivan are not many. We need to keep praying and trusting God. I believe the journey should start from home and then in primary schools, to give people an orientation of righteousness and of service. Service to the people above service to self, because it is what you do for the people that will live in the hearts of the people. If at the end of the day

you have finished, and you have not done anything for the people, it is tragic. We cannot say that of this delectable gentleman, Sullivan Iheanacho Chime. I just hope and pray that many of our people will write their own works in life according to the pattern of Sullivan Chime".

Hon. Justice Innocent Umezulike, OFR, former Chief Judge of Enugu State:
"The starting point is to say that there are three arms of the government in every state – the executive, the legislature and the judiciary. Functions of the executive include the implementation of the various laws made by the legislature for the state. Legislature makes the laws. The judiciary's function is to interpret laws, especially where there is any legal headache arising from the understanding of those laws made by the legislature.

"In Enugu State under Governor Sullivan Iheanacho Chime, those arms of the government strictly respected the constitutional delineation of their functions. Each arm guarded their functions as delineated by the constitution very jealously. Hence, under Governor Sullivan Iheanacho Chime, there was no manifest conflict or controversy in the interaction within the three arms of government. The three arms of government worked with great independence, each complementing one another, each maintaining unremittingly the boundaries of their functions as assigned or delineated by the constitution.

"For us in the judiciary, we cannot point to a single occasion of interference from the executive in our functions. I have sat at the centre chair of the judiciary of Enugu State for more than eleven years, and I cannot point to any single interference on the performance of the adjudicating functions of the judiciary by the government of the day during the tenure of Governor Sullivan Iheanacho Chime. It may well be because of his training as a lawyer, a highly experienced lawyer, before taking up the political office.

"In terms of infrastructural development within the judiciary, I will give him distinction because he made sure that every local government or every development centre had a magistrate court which also helped to bring justice or administration of justice to the door steps of the citizens of Enugu State. He increased the number of customary courts in Enugu State from what I think was below 60 to 150 during his tenure. And this again helped in bringing administration of justice to the doorsteps of citizens of Enugu State within the urban, semi-urban and rural areas of the state. He also built the new edifice within the premises of the High

Court for the Judicial Service Commission (JSC). Before he came into the office as governor of Enugu State, members of the Judicial Service Commission had no office where they seat to do their work. They had no support staff, but under Governor Sullivan Iheanacho Chime, a befitting edifice was constructed for the Judicial Service Commission, and every member of that commission now has a befitting office with all necessary support staff.

"He also created the Customary Court of Appeal of Enugu State. Before his regime, it was thought that this court was not necessary to have with regard to the various formations of the High Court. But when the court was created, it became clear that they had so much to do in the area of enhancement of judicial functions in the state. He appointed the five judges of that court and the president of that court, and today that court is a success story within the judicial formation of Enugu State.

"For magistrates, it was under Governor Sullivan Iheanacho Chime that about twenty-five new magistrates were appointed and posted to the various parts of Enugu State, to ensure also that criminal and civil matters within their jurisdiction in those areas, namely urban, semi-urban and rural areas, were carefully dealt with. I can also mention that a total of eight new judges, including those at the Customary Court of Appeal and High Court, were added to the roster of judges in the Enugu State judiciary, thus again making it possible for the numerous civil and criminal cases that were pending and that were even abandoned, to be resuscitated and dealt with.

"On the welfare of judicial officers, I think also sitting at the centre chair of the judiciary of Enugu State, I will also give him distinction because under his regime, the cars of judges were replaced. Maybe I shouldn't use the word replaced. New cars were given to judges every four years without withdrawing the old ones. Every four years new cars were added which meant that in eight years of his administration each judge received at least two brand new cars. And the same could be said of the magistrates. The magistrates had their cars also every four years.

"He increased the salary of magistrates from, I think, ₦125,000 a month to about ₦300,000. The magistrates are very, very happy that he really showed interest in their welfare. The magistrates in Enugu State can today boast that in the Southeast they earn the highest salary or even in all the states east of the Niger except, perhaps, Bayelsa.

"The most important thing, which I want to emphasize, is that he allowed the judges to do their work without any interference. He kept to all the delineated boundaries of these three arms of government, and never veered into those of either the legislature or the judiciary. In magistrate courts across the state, he also gave a directive to all the local government chairmen - which 90% of them acceded to – to build magistrate courts in their various local government areas and, those who had the resources, to build High Courts. In all the local government areas where these courts were built, we responded promptly to make the magistrate court or High Court very functional.

"He was always keen on acceding to core legitimate demands of the judges and even the junior workers in the judiciary. That was why during the strike action of junior workers in the judiciary, he never descended the hammer on the workers and never tried to set fort or implement the labour principle of no work no pay. Workers went on strike for many months and they returned to take their salaries. At that level, one would say that the judiciary had a good day under his regime".

His Lordship, Bishop Emmanuel Chukwuma, Anglican Bishop of Enugu:

"A lot of things have happened. Roads are being constructed, particularly in the city centre. A state capital must look like one. The salaries of workers are being paid. Students and schools are happy because subventions that are supposed to be given are being given. The free education is laudable, though the governor should look at it critically, as anything that comes free may not be qualitative enough. I however want the governor to be free with all religious leaders because he is the governor of all of us".

His Lordship, Bishop Callistus Onaga, Catholic Bishop of Enugu Diocese:

"It is good to have an opportunity to talk about a man of character, a man of principle like Sullivan Chime. Actually, Enugu State heaved a sigh of big relief when he came into office in 2007. Without criticizing the administration before him, we saw that things like infrastructure and security were not working. Things were not the way they were supposed to be. There were so many things that went wrong.

"But immediately he came into office, there was this decision not to begin to use those other informal security outfits like thugs to protect himself. I was not yet a Bishop in 2007 but I

happened to be in charge of politics in Enugu diocese, and the very act of pronouncing the fact that he didn't want to move around, even as a candidate of the People's Democratic Party (PDP), with thugs, made a very big impression. Before then, we had experienced the ugly use of this informal security apparatus. It was the talk of the town; thugs spread everywhere to the extent that it was almost assumed to be the new norm.

"That was the first impression that calmed everybody down, that this man coming in might be different from what we experienced before. So eventually when he came in, within the first hundred days we saw what really surprised everybody, because the rate of infrastructural dilapidation in the state was so enormous that everybody thought it was impossible to get out of it. But within the first hundred days, we saw the streets changed. For example, I will never forget Ogui Road. I will continue to talk about it because I was always plying that road, either while going to the airport, or going to see my relations. Gullies were everywhere in the middle of the road and the security people would be doing one thing or the other there. The road was so bad that you would doubt whether it was possible to resuscitate it. But within the first hundred days drainages were constructed everywhere and the streets paved. We began to see the man as somebody who was focused. He had a 4-Point Agenda, one of which was infrastructural development.

"One thing he did was to concentrate on the city of Enugu. Also, within a couple of days, with his team of commissioners, the issue of transportation was also tackled and made available to the masses. Within that period the Coal City Shuttle was established. We had taxis, buses, etc. The taxis have a popular name up till today – the Sullivan taxis. The place began to wear the look of a modern city. The people were happy. There was also the issue of sacked workers. He came in and brought them back. These were some of the indices that proved there was hope.

"Social nightlife came back to Enugu. Nightlife that was forgotten for years returned. Before, whenever it was about 5 pm, you would be running home because you didn't know what next would happen. Streets in the city became alive and people would stay late into the night. Imagine something like a Christmas Carol happening in Enugu. It was like manna falling from Heaven.

"Again, he is a man of aesthetics; he loves beauty, and he showed it with all the streets decorated. You would have the feeling. For some of us who were in Europe for some time, we began to wonder whether such a thing was possible in the country. It became obvious to some of us that somebody could so well develop the state, and we began to think there was no need to travel out of Nigeria.

"On the issue of housing, almost everybody profited from it. Within five years, the city of Enugu changed. Houses sprang up everywhere, built by individuals, government, and developers. It dawned on everybody that there was a possibility of owning a house. I remember very clearly then in Holy Ghost Cathedral, one man came to me and said he was not able to get the usual allocation, but the governor had promised him an allocation in a housing estate being built – we call it RCC, very close to the way leading to the Onyeama Mine. He was asked to pay very small money and he got a house there.

"In all of these the man doing these things was not the talking type. He was a very quiet type. I remember clearly that the then Bishop (my predecessor) asked him to put all those things on paper. He said to him 'Mi-Lord', that was his usual language, 'we have been too much on paper, I want to be on ground'.

"Again, I would say that he was very respectful. In some areas people might find him a bit uncooperative – like not being an out-going type. Yes, people and their nature. He was not the type that would stay and chat with you for a very long time. But note that if he says A, it is A, and if he says B, it is B.

"The state and the city began to regain the old structure and aura with which it was known as the capital of the former Eastern Nigeria. He achieved all these within a short period of time through housing, roads, transportation, security, social activities and even healthcare delivery. At the time, I was able to discuss with some people and I heard there was this free pre-natal care for women. His administration brought it. Though it might not be as big as we would expect, but it was there nonetheless. In fact, his first term was wonderful. In his second term, there were health challenges and all that, but he still went out to develop areas outside Enugu. It was in his second term that he left the city a bit and went into the rural areas. The local government chairmen were then challenged to be up and doing, so there was that synergy between the

judiciary, the legislature and the executive. Not that there were no conflicts and frictions here and there, because wherever we have human beings interacting together you get these things. It is normal, but it depends on how we manage them. But I will say all in all, that we were very proud that this man came in, and Enugu became what we expected it to become".

Relationship between Government and the Church

"There are two areas I want to talk about when it comes to this relationship. These are education and our practice as religious men. Let me start with education. When he came, he promised us immediately that he was going to return schools to the missions. I think in 2009, he returned the schools to us with gazettes and everything.

"On our own relationship with him, the Bishop would call, and he would listen. It was the Bishop, my predecessor, who asked him to please recall the retrenched workers. He was ever listening to the Church and consulting. When he had problems, he would come here and we would discuss. It was so mutual. He helped all the denominations. He tried to be as fair as possible, though many people didn't know. He tried to be as fair and balanced as possible, and every religion got attention the government could give. He would listen to whatever advice he could take from us. There was that very big rapport. He did a lot for us. Everybody should be able to attest to this. He helped in the building of churches in Enugu and elsewhere. I am sure if the Anglican Communion is interviewed, they would acknowledge this. He would go to the dioceses in Nsukka and Awgu, and help out. There was this rapport that we had with him which should always be between the Church and the State. Even though the Church is at the service of the State, yet it also acted as an adviser to the State. We tried as much as possible to respect our limits. The Church knew where its limit was. The government also recognized that. We respected our limits. But in all, it was a very mutual and wonderful relationship. He helped in many ways and it would be denying the obvious to acknowledge it less. Construction of churches, construction of roads around churches, and building of schools – in fact he did great things in the College of Immaculate Conception (CIC) and Holy Rosary College (HRC) in Enugu, etc. Unfortunately, people at times forget easily. If there were misunderstandings between the three arms of government, we would come in and say it could be done this or that way, and he would listen. Don't forget that while giving this advice you must prove yourself. It was not everything you said that he would agree with. Sometimes he would bow his head and ask to be excused to go home and think it through.

"In the area of conflict resolution, he also performed well. For example, he tried to resolve the Oruku and Umuode case. He tried his best there. He set up a committee with the help of the Church, the people and the State. They had a White Paper, but unfortunately the White Paper could not be implemented for other reasons.

"We had it good, especially in the first six years. At that time, he was totally in control. A few things happened in the last two years – his health challenges and other things came in. But in all, you see that you are dealing with somebody who is interested in the future of the people. And that was why, during the campaign for the 2015 governorship election, I told all the candidates who came to me that the least they could do is to do as much as the out-going governor, or maintain and sustain what he has done. We are proud of him as a governor, proud of him as a Catholic, and proud of him as a citizen of Enugu state".

His Royal Majesty, Igwe Hon. Justice Ezebuilo Ozobu, the Agba of Umuagba:

'Integrity is not a conditional word. It doesn't blow in the wind or change with the weather. It is your inner image of yourself, and if you look in there and see a man who won't cheat, then you know he never will' This quotation by John D. McDonald is a strikingly candid portrait of an icon leader who decided to devote his intellectual and political gifts, and his extraordinary capacity for hard work, to serving the public. His Excellency, Sullivan Chime, was a governor not to beat in the provision of democracy dividends, as exemplified in his four-point agenda. As a lawyer, he held his place at the Bar. His advocacy was devoid of loquacity".

Professor Godwin Anibeze Odenigwe, MFR:

"Permit me to use this golden opportunity to extend to you the appreciation of majority of the people on the giant strides Sullivan Chime made in the infrastructural development of Enugu State. It is simply wonderful. His humble effort represents the beginning of the actualization of the dream and vision of our elders and leaders for Enugu State, whose strategic agenda was embedded in a meeting held at a small village of Okeohia during the civil war. We are all proud of him".

Ozo Nwabueze Okafor, former Chairman Enugu South Local Government Area and former President of ALGON:

"I think the major thing that got Sullivan Chime to where he is was contentment. He is a man who is contented with what he has. I can tell you a personal experience I had in my second term as the local government chairman. I went to him when I was trying to form my executive committee; supervisors to head different departments, the assistants and the advisers. I went to him and asked him if there were people he wanted me to give positions, and he told me that it is his policy not to interfere with the administration in the local government and that, going forward, if anybody ever came to me to say that he sent him or her to me, that I should tell that person that he or she is a liar and a thief. I left and became a man who was solely in charge of my council.

"My experience working with him was a wonderful one. Perhaps, if I had not been able to get the experience of other local government chairmen in other states, I would not have appreciated what we had and the kind of system we operated in Enugu State. I tell you, the first thing is contentment. Anybody who never asked you to do this for him or to do this for his relation or to do this for his son is truly contented. We have neighbouring states where the sons of the governor were almost as powerful as the governor himself. But we never had that in Enugu State. I was chairman for four years, and never saw a relation of the governor coming to tell me what to do for the period I was local government chairman. Nobody will tell the story of a new Enugu without mentioning the name of Sullivan Iheanacho Chime".

Mohammed Dikko Abubakar, Inspector General of Police (2012 – 2014):

"I can confirm, as the Inspector-General of Police, that Enugu State has the lowest crime rate in Nigeria. I can also confirm that Enugu is one of the safest places in Nigeria. This is the result of the wonderful partnership between the Enugu State Government, the police and other security agencies, and this fact was buttressed by statistics and empirical evidence".

Prof. Chidiebere Onyia, Chairman, OrgLearning Consult and Power Team Leader of the UK DfID Funded Nigeria Infrastructure Advisory Facility:

"Governor Sullivan Chime in my opinion is a man that strived to walk the talk to the best of his abilities during his tenure as governor of Enugu State. This is remarkable in an era when it is the

norm to promise anything to get votes or convince political godfathers to influence your ambition to public office. Two incidents stand out for me when I think about the Sullivan era in Enugu State. First was the political battle that ensued during his preparation for a second term in office. I had just returned to the country finally after living in the US for a long time and was pleasantly shocked at the look of the Enugu I saw as compared to the Enugu I left. What was remarkable was his lack of publicity about the transformation of Enugu State, whereas other states would have been in publicity frenzy especially towards the end of a first term in office. However, in Enugu State, this was not the case, rather the focus was on a different communication strategy that attracted accolades from citizens who felt their interest was reflected in every executive decision made by the governor and his team. A dear friend of mine and brother, who is well respected locally and globally as an erudite scholar and cleric, during a telephone conversion shared the political difficulties faced by Governor Sullivan based on the false assertions made by some politicians from Abuja who wanted to rob him of the opportunity to continue serving our people. During this telephone conversation my mother, who retired from the Enugu State civil service before Sullivan Chime assumed office, came into my living room and overheard my response which was clearly uncomplimentary to those that ganged up against Governor Sullivan and were trying to rob Enugu State of a rare gem. Do keep in mind that at the time of this discussion I had never met the governor nor had any engagement with his team. My emotional outburst was based on his performance. Of course, my mother in her typical manner asked what the matter was and after sharing what I just heard on the phone, she said something that was shocking. She said, 'God brought Sullivan to Enugu State to clean all the mistakes made by past leaders and that no gang up can remove him from continuing as governor.' She said so many people like her are waiting for Election Day to go and vote for him and no one can change that plan. I asked my mother why she was so convinced that these self-serving politicians would not deny him the party ticket. She responded by telling me all the good things Sullivan's Administration had done for her. How her pension was paid on time since Sullivan came into office and how her experience at the state-run medical facility, ESUT Teaching Hospital, Park Lane, Enugu had been different, making her routine checkup a positive experience unlike the past. She said to me 'How can God allow such an evil to happen to us?' My mother equated denying Governor Sullivan Chime of the opportunity of a second term as evil against God's children. That was an amazing declaration and an experience you don't find outside the realm of political sycophants. I needed no more conviction that the matter was settled. Governor Sullivan Chime gave most

Enugu State citizens a personal testimony that made them feel connected to his government.

"The second incident occurred during the beginning of his second term in office when his team reached out to me and other scholars to evaluate the performance of the Executive Council in line with his 4-Point Agenda. I was particularly impressed at how seriously his executive council adopted the Balanced Scorecard model we recommended to guide their performance assessment. It is important that I mention I had interacted with three other southeast governments during the period in question. I had recommended the need to make their teams more result oriented and evidence based when they need to change their cabinet membership. None of them followed through on this recommendation like Sullivan Chime's administration. Some lacked the clarity of mind to see that long term value of this line of thinking or did not have the political courage to stand up to their benefactors who, in some cases, recommend these commissioners or advisers.

"The other governors sat through the beginning part of the opening ceremony but found a reason to leave the assessment sessions. Sullivan's humility, desire to learn and leading by example attitude kept him engaged asking and answering questions during these sessions throughout the 18 hours of each annual evaluation. He never made my team feel threatened in any way during the sessions nor did he request a change in the content of our evaluation report. The evaluation report did not sit in the shelf as the proverbial check-off requirement for donor partners. Instead, it was implemented in his cabinet discussions and played an important role in reshuffling and appointing replacements into his government. Enugu State institutionalized this executive leadership evaluation culture under his watch and was adopted by the new government of Ifeanyi Ugwuanyi.

"People are quick to judge when their interests are not addressed but it will be fair if the critics are objective and avoid predicating their judgment of Sullivan Chime's social predispositions. In my opinion, Governor Chime set a standard that will make it difficult for anyone assuming the office of executive governor to confuse Enugu State citizens with the old propaganda of no money. In the eight years he served as governor, I met him only once outside the three sessions spanning three years of his second term in the office. On that occasion he spent an hour and half with me sharing his vision of an Enugu State after his tenure. He never stopped loving his state because he was not going to be in office but rather was planning on how his predecessor could

be successful in office and build a strong infrastructure outlook for attracting investment and creating private sector jobs for Enugu people. He was my governor and will not qualify as my friend if it was based on contact hours, yet he spent time with me presenting the remaining projects he was pursuing in his last months in office. He was patient in explaining his decision when I criticized aspects of his presentation. His attitude was not confrontational or arrogant; he was just a learning leader with a deep conviction that we all must leave a legacy when an opportunity to serve arises. He said to me as he was walking me to the door, 'Prof. think about these plans I shared and feel free to share ideas that can refine the thinking or replace it. Enugu is our state and no matter where you go or how much you contribute to the global discussion your state must be priority.' I was smiling as I said to him 'Your Excellency, I will call you if you promise to answer the call.' He let out a heartfelt laughter as his security staff closed the door behind me. In closing, the West had Bola Tinubu while the Southeast had Sullivan Chime as trailblazers in infrastructure reform and good governance. I am proud to adopt him forcefully as a friend and my governor".

Mr. Benedict Ugwu, 61, Retired Local Government Staff:

"The Sullivan Chime administration was good. Civil servants felt happy because his administration did not owe them any salary. To me, the most outstanding achievement of the administration was the beautification of Enugu city. But I am not happy that he neglected his own area, Udi. Udi people are not happy with him because others, who were governors before, like Dr. Chimaroke Nnamani, developed their areas before any other place. He is a good leader because he is not a selfish person. A good leader should be selfless, and you can see that he did not give priority attention to his people".

Ms. Adaeze Agbo, 29, Cashew Hawker:

"Sullivan Chime is a good leader because he is helping people. He doesn't like seeing people suffer. His administration was good. Civil servants were happy because they received their salaries every month".

Mr. Mathew Ossai, 41, Vulcanizer:

"The man did well. During his administration, security was tight in the whole state. His best achievement is in the number of roads he constructed. Sullivan Chime is a good leader; he likes

doing what the people want".

Mrs. MaryAnn Uzor, 42, Yam Seller:

"The regime of Sullivan Chime was fine. Civil servants never complained about their salary because the government paid them every month. I will say that his best achievement was the payment of salaries to workers. Again, the state was peaceful, because Fulani herdsmen did not kill anybody like what they are doing now. He is a good leader".

Mr. Robert Onoh, 52, NURTW Official:

"The Sullivan Chime administration was okay, because during that time, you couldn't see Fulani herdsmen killing people in the state as they are doing now. Just look at what is happening in Uzo-Uwani, Umuluokpa, Obuagu and other places. Fulani herdsmen have killed many people there. The best achievement of the regime was in the area of security. Sullivan is a very good leader".

Mr. Anthony Okonye Okolocha, 42, Ex-student:

"The administration performed very well. It changed the physical environment of Enugu City and gave it a good look; reconstructing the roads. The regime excelled most in road construction. He is a nice leader. For instance, when he was away for several months because of sickness, his seat remained intact until he returned and resumed duties. That showed that he had the confidence of the people; that was proof that he is a good leader".

Mr. Sunday Okafor, 40, Commercial Bus Driver:

"The administration did very well. The reconstruction of Udi- Oji-River-Amansea-Awka old federal road, for me, is the highest achievement of that government. If not for that road, it would be very difficult to travel to Onitsha now from Enugu, or come from Onitsha to Enugu because, as you can see, the expressway is totally damaged. I see Sullivan as a good leader because nobody can forget the many roads he constructed in the state".

Mr. Kanayo Nwogbo, 55, Transporter:

"The Sullivan Chime administration tried, even though there are some areas it did not perform. I will say that they did best in road construction and development of Enugu Town, and putting

street lights there. For instance, in Akwata area, I will score the administration 100 per cent there. I see Sullivan as a fair and liberal leader".

Mrs. Benedicta Eze, 33, Restaurant Operator:

"The Sullivan administration was good. Beautification of the Enugu Town was the best achievement of the administration. Sullivan is a good leader because he is not partial, he developed everywhere in Enugu State".

Mr. Cosmos Eze, 54, Businessman:

"I like the administration. Recalling of the civil servants sacked during the time of his predecessor was the best achievement of that government, and another thing was that during that time, civil servants received their salaries every month. Rural areas were also developed with construction of roads there. He is a good leader because, he is not a boastful person; you can't see him going to television or radio to talk and claim what he did not do. He doesn't talk too much".

Engr. Michael Obika, 33, Federal Civil Servant:

"The administration beautified Enugu Town with good road network and streetlights. Security was tight in the state. I will give the administration a pass mark. Adequate security was the highest achievement, and if I'm to add, I would say road network".

Ms. MaryAnn Nebeife, 27, Student:

"The administration was good. Its most excellent performance was in road construction, both in cities and rural areas. Sullivan is a diligent and hard-working leader".

Ms. Chiamaka Theresa Ozonebeife, 25, Student:

"The administration performed well because Enugu became beautiful and functional. I have two areas I will score his administration as having made most outstanding marks: creation of employment and road construction. Sullivan is a good leader because he is firm. When he banned *Okada* (commercial motorcyclists) from operating in Enugu metropolis, he stood his ground despite some opposition".

Mrs. Chinenye Godswill, 38, Fruitseller:
"The administration tried. Its best achievement was construction of roads and installation of streetlights. He is a good leader because he tried to be fair, even though he is not 100 per cent".

Mr. Benjamin Nnaji, 48, Trader:
"The administration generally performed well. They constructed roads in both urban and rural areas. Road construction is the highest achievement of the regime. Sullivan Chime was a good governor, but some people expected him to have favoured his own area because charity, they say, begins from home".

Mr. Dominic Ohabuenyi, 60, Retired Civil servant:
"The administration was fantastic. When I say fantastic, it is on positive parlance. The best score-card of the administration is the peaceful handover and honest distribution of democracy dividends".

Chief Sylvanus Okonkwo, 70, Retired UNN staff:
"I think the Sullivan administration did very well. Road construction is the best achievement of the regime. He is a good leader because he listens to people's opinion".

Mrs. Josephine Ajogu, 42, Self-employed:
"The Sullivan administration was the best I have ever witnessed in Enugu State so far. Payment of salaries to civil servants was the best achievement of the regime. He is a good leader because he is humble, and he listens".

Dr. P. C. Ezeme, 62, Lecturer:
"It was a mild and people-oriented administration. Nobody was afraid of him. Journalists and politicians were saying whatever they liked about his administration and he didn't hurt any person. Rural infrastructure topped the administration's scorecard; he built roads and was paying civil servants regularly. I'm not interested in whether it was big or small, but the salary was regular and prompt. As he was leaving, people were saying this man did well. So he is a good leader".

Mrs. Charity Ugwu, 43, Civil Servant:
"The administration was good even though there can't be a moment of peace in politics. The regime developed the state. Road construction and recall of civil servants who were sacked by his predecessor were the best achievements of the administration. He is a good leader because he is not boastful. He talks less".

Elijah Akpoke, 31, Keke NAPEP rider:
"I was very happy when Sullivan Chime was governor because he constructed many roads, especially Akwata road. Before Sullivan did that road, *Okada* or *Keke* would charge you ₦150 or ₦200 from New Market to Akwata. Now it will take you only ₦30, unless if fuel is scarce, then it would be ₦40. I will say that his administration performed more in road construction. I see Sullivan as a good leader. He is just like a father because he did not use a strong hand or force to govern Enugu State".

Mrs. Ijeoma Igwe, 36, Yam seller:
"Sullivan was a good governor. If he had contested again, I would have voted for him because I like his government. The area he excelled most was in road construction. I also heard that he paid pensioners, because before he became governor, pensioners were complaining that government was not paying them. He was like a good father. He does not like to see anybody suffer. So, he is a good leader".

James Dukas, 46, Cow dealer at Ugwuoba Cattle Market:
"The government of Sullivan was very good to us, not minding that we are not from this state. To my mind, the best thing he did was that he co-operated with our people because, if there was anything that concerns the Hausa community, he will call us. He was like a good father to us".

Chris Okolie, 28, Commercial motorcyclist:
"Sullivan was one of the best governors I have ever known. His administration did a wonderful job in Enugu State. His administration excelled in many areas, especially in road construction. He is a humble man".

Rev. Canon (Dr.) Achanam Enwelu, 55:

"I can say that the administration did very well. In terms of infrastructure, the administration constructed a lot of roads. The magnificent structures at the state secretariat to replace the old structures there are also outstanding. In the area of security, the state was fully secured during his administration. He is a leader of high integrity. He cannot be pushed about. He is a man of his words; more of action than words".

His Lordship, Bishop Obi Onubogu, Chairman, LOC, ADF:

"Alaigbo Development Foundation (ADF) cannot but remember the kind of facelift and turnaround your administration (2001-2015) brought to Enugu State in general and Enugu metropolis in particular. Every Igbo has some kind of historical and experiential relationships with Enugu, *Enugu anyi!* Your coming to turn the place from one dungeon of a city to a cosmopolitan city it is today is sweet music in the hearts of Ndigbo. It gave us joy. It gave us hope. It gave us confidence in our collective and individual abilities to make things better."

Chike Nweke, Publisher, California USA:

Sullivan Iheanacho Chime made us fall in love with Enugu again... The idyllic city on the lush green, enchanting hills fell into great disrepair and ruins in the era preceding the Sullivan years May 2007-May 2015 Sullivan's exemplary style of leadership and statecraft led to a major renaissance in Enugu the City and State. The coal city and Enugu State regained it's luster and shine: swanking new roads, great infrastructural improvements safety and security, great strides in education and research, trade and commerce, agriculture and rural development.

Nnanna Victor Atuonwu,
former Chief of Staff to the Governor, Enugu State, 2014-2017:

Sullivan Chime, a sound legal mind, an astute administrator, and a detribalised Nigerian who can always be trusted. He shuns cheap publicity. but unfortunately this is often misunderstood and misconstrued. He is a true leader and a gentleman.



Last inspection of guard of honor, mounted by the Nigeria Police Force, at the handover ceremony



Handing over to his successor, Ifeanyi Lawrence Ugwuanyi, on the 29th day of May, 2015



Bidding the good people of Enugu State farewell after handing over,

Chapter Thirteen

"We must live a life that is not geared towards living today but our existence after existing and exiting the earth. We must think of our footprints that will long exist after our existence come to its ebb. We must get reasons for existing..."

- Ernest Agyemang Yeboah



Newly remodeled "Old Park", Ogbete Enugu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"In implementing the agenda, Sullivan refused to be shackled by traditions or age-old political norms. He cherished innovation in governance and charted new paths and territories, which many states sought to emulate. Enugu citizens, in relishing some of these innovations, forgot easily what used to be."

Sullivan's Footprints

In 2007, before Sullivan Chime embarked on the political campaign that ushered him in as Governor of Enugu State, he had a blue print for governance, which is generally known as the 4-Point Agenda. In implementing the agenda, Sullivan refused to be shackled by traditions or age-old political norms. He cherished innovation in governance and charted new paths and territories, which many states sought to emulate. Enugu citizens, in relishing some of these innovations, forgot easily what used to be. Although it is difficult to catalogue all these footprints, this epilogue seeks to highlight some of them.

1. HUMAN RESOURCES DEPLOYMENT

The incoming governor understood that the successful implementation of the 4-Point Agenda depended on his assembling of the proper human personnel. He broke with the tradition of previous Enugu and other state governors by refusing to be shackled by imposed political appointees as commissioners, advisers and special assistants. Rather, he decided to look globally, beyond the shores of Nigeria to create a unique cabinet of Nigerian and Diaspora appointees. Sullivan was the first governor in Nigeria to create a cabinet level position dedicated to harnessing the enormous resources and talent of Enugu people and Nigerians resident overseas; the Office of Special Adviser to the Governor on Diaspora Matters and Special Projects. At one point or the other in the administration, persons from the Diaspora served as Commissioners for Enugu Capital Development Authority, Ministries of Works and Infrastructure, Lands, Transport, Commerce and Industry, Environment, Local Government, and Special Advisers on Health, Agriculture, Diaspora as well as, many Senior Special Assistants and Assistants.

2. GOVERNMENT-COMMUNITY COLLABORATION

The landmark initiative of Visit Every Community (VEC) was borne out of Sullivan's observation that most communities lacked any input in government developmental initiatives in their communities. As such, one may see a borehole sited in a community with three other functional boreholes, while the community lacks electricity. If such a community had any input, they would have requested for rural electrification. Where a community feels neglected or not consulted when the government is building a project in such a community, such projects usually fail, or are vandalized. The community lacking the requisite ownership in the project sees such a project as white elephant, or something the government has contrived to embezzle government funds. The town union officials usually do not extend adequate protection such as Neighbourhood Watch or Community Vigilante to protect such projects. It is for this reason that Sullivan initiated the landmark Visit Every Community project where teams of government officials were dispatched to all the 472 communities in Enugu State to interact with the communities and obtain from them firsthand, their desired community development projects in their order of priorities. The compilation of the communal demands became the key document that guided the location of government projects in any community. The VEC Report was made available to local governments to guide them in the placement of projects. To monitor the progress, Sullivan convoked a midterm review of the VEC programme and towards the end of his tenure, he convoked the VEC wrap-up committee to ascertain to what extent he kept faith with the requests of various communities as contained in the VEC Report. It was through this exercise that he knew how many communities in Enugu State were not connected to the national power grid and vowed to have all communities connected before he left office on May 29, 2015. Enugu State government, through the Ministry of Rural Development on May 28, 2015, published a detailed study of the impact of VEC as a tool of governance.

3. TOWN UNIONS AS AN INSTRUMENT OF GOVERNANCE

Realizing the need to take governance to the grass roots, especially noting that the overall need to safeguard lives and property did not stop in the urban areas, Sullivan created a programme to get town unions organized and fully involved in governance. This task was delegated to the Special Assistant to the Governor on Good Governance and Civil Societies. Creation of this office was novel in Nigeria. The office sought to co-opt

town unions, civil societies and Community Based Organizations as active partners in governance. When the exercise was completed, other aspects of community administration like the community Neighbourhood Watch and the traditional rulers all fell into place to complement government efforts in governance. Due to the importance that Sullivan placed on town unions as an instrument of governance, that institution became completely transformed. As at the time Sullivan left office, many notable administrators, professors and men of letters have assumed the leadership of their various town unions. The idea by the Sullivan government that town union officials should be paid stipends also helped immensely. Today, most communities have inaugurated robust Neighbourhood Watch Committees under the Ministry of Poverty Reduction and Human Capacity Development, while civil society organizations have built greater synergy in the planning and execution of their programmes in the state, eliminating waste and duplication of their initiatives.

4. **ELEVATION OF THE TRADITIONAL RULERS COUNCIL**

While the Council had existed prior to Sullivan's coming, their role in governance was moribund. With no government support and little or no trimmings of office, Sullivan ushered in a programme that was unprecedented, purchasing brand new vehicles for all traditional rulers, matched with a healthy monthly stipend. The reorganized institution of traditional rulers started to attract highly qualified, well-educated and very respected individuals like judges, professors, successful businessmen and the like, as well as the ordinary man who commands the respect and authority of the community. In the past, the institution was far less active and unattractive. Sullivan recognized traditional rulers as central pillars in societal engineering.

5. **ENUGU STATE COUNCIL OF ELDERS**

Recognizing the wisdom that experience bestows, Sullivan put in place a mechanism to draw from the rich experience of Enugu sons and daughters who had vast experience in governance. The Council of Elders, headed by the governor as chairman, had in its membership distinguished sons and daughters of Enugu State, including past governors and state administrators and their deputies, retired justices of the Supreme Court, former president and deputy president of the Senate, serving and retired chief judges of the state, serving and former speakers of the House of Assembly and their deputies, past and serving chairmen of traditional rulers council, the attorney general of

three senatorial districts. The Secretary to the State Government (SSG) served as the secretary. This group he named the Enugu State Council of Elders, a body that would meet periodically to rub minds and offer ideas to the governor. To institutionalize this novelty, the Sullivan administration, by statute, established the Enugu State Council of Elders.

6. THE ENUGU TAXI SCHEME

Transportation in Enugu before Sullivan came in consisted mostly of motorcycles locally called *Okada*, the private dilapidated vehicles called *Kabu-kabu*, and old buses. These presented security issues, as crimes committed with these modes of transportation became untraceable since they were unmarked. Sullivan purchased hundreds of brand new vehicles and gave them out to the unemployed youth. The Ministry of Transport initiated a colour scheme and numbering system for the Enugu Taxi Scheme, popularly called Sullivan Taxi. The vehicles are tracked so that if any is involved in a crime, the taxi could be stopped remotely. With the bold reflective numbers, it became easy to identify which taxi has been involved in a transaction, and their bright colours added to the beauty of the Enugu landscape. Private operators quickly keyed into this success story, purchasing vehicles in their hundreds and adding them to the scheme, only that theirs would have the prefix "P" in their numbers to indicate that they were private. For good measure, the colour scheme and biometric numbering system were extended to tri-cycles and buses, while the use of motorcycles as a mode of transportation was banned in the Enugu metropolis. Sullivan also initiated a Mass Transit System called the Coal City Transport Services Limited, otherwise known as the Coal City Shuttle. The vehicles transported the public at highly subsidized rates, and provided free transportation to school children. This programme alleviated the suffering of the masses.

7. LIGHTING UP COAL CITY

To realize his dream of transforming Enugu from a civil service town to an economic hub, Sullivan found out that businesses were shut down once it was night, as darkness enveloped the Coal City. Insecurity and crime tended to accompany the ensuing darkness. He wanted to expand the hours of business by lighting up Enugu. His first attempt was to use green energy by awarding a contract to use solar street lamps for this exercise. However, the vendors sabotaged this attempt. Undaunted, Sullivan awarded

contracts to put streetlights in all the major roads in Enugu and Nsukka urban areas. Also, in collaboration with the local government chairmen, streetlights were extended to the major roads leading to all the local government council headquarters. This exercise encountered the challenge of the epileptic Nigerian power supply as well as setbacks attributed to vandalism of the infrastructure. Sullivan immediately procured soundproof generators and purchased a diesel dispensing tanker to supply them with fuel. In that way, he ensured that most urban streets were lit up at night. What followed was limitless economic expansion. Businesses would stay open past twelve midnight. The nocturnal crime index equally came down since the miscreants who operated under cover of darkness could no longer do so. It helps that the traffic lights have security cameras embedded in them with remote surveillance from a secure location. Enugu was so saturated with streetlights, that it was easily voted the most lit city in Nigeria.

8. THE MICRO, SMALL AND MEDIUM ENTERPRISE REVOLUTION

Prior to the coming of Sullivan, most people in Enugu State looked for government employment. Those who would have wished to be self-employed or open up businesses lacked the capital to do so. Bank loans carry very high interests. Government intervention in the area of Small and Medium Enterprise (SME) funding had been largely forgotten and limited to the disastrous and largely ill administered Fund for Small Scale Industries (FUSSI). That Fund was a one-off grant, which was plagued by poor administration and lack of debt servicing by borrowers. Sullivan realized that government could not employ all. He therefore designed and enthroned a sustainable programme for the funding of Micro, Small and Medium Enterprises, (MSMEs) in Enugu State. The Enugu State SME Law, which he signed into law, mandated a takeoff grant of over ₦500 million, but mandated that 0.5% of the state and local governments' annual budget must be pooled to fund MSMEs. With this innovation, the state established the ₦1 billion ENSG-BOI Fund, and the ₦2 Billion Central Bank of Nigeria Fund which has been disbursed to thousands of enterprises in Enugu State. He mandated the complete renovation of the Enugu SME Centre, computerized the operations, and gave the place the ambience of a healthy financial institution, which inspired confidence in patrons. Unlike previous years, when the centre was manned by only a few persons, Sullivan saw that the centre attracted and retained core professionals that transformed the facility into a cutting edge financial services centre. MSMEs in

Enugu have blossomed, with a good number of them going into packaging and value addition of products, which guaranteed exportability. The progress made in this sector is feeding off the presence of the Enugu International Airport and the Enugu ENPOWER Enugu Free Trade Zone, which is ready to commence operations.

9. THE ENUGU COMMERCIAL AGRICULTURE PROGRAMME

Maybe his legal background informed his quest to always seek, first, enabling legislation for new frontiers in governance like the Enugu Commercial Agriculture Programme. Prior to the take off of this programme, large-scale agriculture in Enugu State was hampered by lack of access to land. The private farmer found it difficult to acquire land for mechanized farming. Sullivan changed all that. Under him, government acquired expansive hectares of land which was cleared by government and leased to commercial agriculture farmers. It was this protocol that made it possible for the establishment of the Enugu San Carlos Farms, a pineapple grower on land that extends from Ihe through Amoli in Awgu Local Government Area, Umuabi and Umuaga in Udi Local Government Area to Achi in Oji River Local Government. It also led to the Songhai Agriculture initiative at Heneke, Obinofia Ndi Uno in Ezeagu Local Government Area, the massive expansion and renovation of the Adani Farm Settlement in Uzo Uwani Local Government Area, and many others. For the first time in Enugu State, it has become feasible for a private entrepreneur to engage in crop farming as a business without being hamstrung by archaic land acquisition issues. To make sure that people acquired the requisite skills to practice agriculture as a business, Sullivan established the College of Agriculture and Entrepreneurship, the first of its type in Nigeria. Other schools taught practical farming but not the business of it.

The school has now metamorphosed into the Enugu State Polytechnic, Iwollo in Ezeagu Local Government. For years, the quest to reposition Adani Farm settlement in Uzo Uwani Local Government Area was bogged down by bureaucracy, bad management, fraud and other factors which made it impossible for the settlement to achieve the objectives for which it was set up during the time of Dr. M. I. Okpara as Premier of Eastern Region in the 1960s. Sullivan unleashed resources, which saw to the total renovation and transformation of the settlement. To accomplish this, he enlisted the services of Rev. Fr. Nzeamujo and the Songhai Farms Initiative based in the Republic of

Benin. His encounter with Rev. Fr. Nzeamujo and Songhai Initiative was to advance his quest to make Enugu State a net exporter of food by the year 2020 as contained in the Enugu State Medium Term Development Plan. This relationship was solidified when, on a trip to Rome, he visited the International Fund for Agricultural Development, (IFAD) and was hosted by its Chief Executive, Kanayo F. Nwanze. Rev. Fr. Nzeamujo was also at that meeting which took place in February 2010. By the time it was completed, all the buildings were fully renovated and livable, and many new ones built, including buildings for animal husbandry, fishery and poultry. A brand new rice mill was installed, as well as a feed blending plant. The necessary equipment to practice modern mechanized agriculture was acquired for the settlement. Enugu State Government recruited and trained people at the Songhai Centre at Porto Novo, Republic of Benin, and these graduates settled at Adani where they embarked on agricultural entrepreneurship with a guarantee that their produce would be bought by Songhai. When Polo Park Mall opened with the boom brought about by Shoprite, a South African based super market chain, the market for Enugu-grown farm products became ever so bright. With the knowledge acquired, some of the graduates seized the opportunities offered in the private sector.

When Sullivan learnt that the settlement was hampered by lack of electricity and access roads, he made sure that electricity both from the national grid and standby generator was made available in Adani. He also awarded a contract to extend the web of Enugu State rural roads to Adani Farm Settlement. All these efforts contributed in the Federal Ministry of Agriculture designating Adani a staple crop-processing zone. This designation was to become the foundation for the ₦2.3 Billion African Development Bank, (AFDB) loan to Enugu State in 2016.

The Adani experiment has been extended to Heneke, Obinofia in Ezeagu Local Government Area, but Sullivan would like to see to the full implementation of the Enugu Commercial Agriculture master plan, which calls for the establishment of 17 Enugu Green Cities, one in each local government area of the state.

10. ENUGU STATE EMERGENCY RESPONSE TEAM, (ESMERT)

Sullivan created the Enugu State Emergency Response Team with an initial pool of twenty-five brand new Advanced Life Support compliant ambulances. The personnel

received advanced life support emergency training and certification from a highly qualified vendor from the United Kingdom. In keeping with practices in advanced countries, the ESMERT base was located next to the Enugu Fire Service so that in case of emergencies, the two units could respond. At the time of the take-off, the public was given the contact numbers, but Sullivan persisted and acquired a short code from the Nigerian Communications Commission (NCC), for the emergency service before he left office. That short code is 177. A designated building was renovated within the safe confines of the Enugu State Government House, to accommodate the operations of the Enugu State Emergency Response Services.

This centre is to be linked with the IT Centre at the State Secretariat. Sullivan approved the hiring and training of 45 core personnel to enable the call centre to have 24-hour coverage. What was left was to complete the linkage agreement with major carriers like MTN, GLO, ETISALAT and AIRTEL to carry the Enugu short code. Arrangements were made during the training of personnel to segregate calls that required police action and those requiring the fire service and medical personnel. Sullivan had equipped the police with vehicles, fully equipped for rapid response to emergencies, and had put in place a sustainable process to ensure that the vehicles were fueled.

The Federal Government had approached him in about 2008 for land to build an emergency call centre for the South East. He wasted no time in allocating land to them in Independence Layout, adjacent to the House of Assembly building. The project was almost completed and was awaiting commissioning as of May 29, 2015.

Expansive land was equally made available for the National Communication Commission's Training School at Ibagwa, Nike, Enugu, a project that was equally almost completed, complemented by the brand new Ugwogo-Opi Road which passed directly in front of it.

Sullivan's ability to recognize opportunities that would uplift the state and her people is legendary. When he was presented with a proposal that Galaxy Backbone was looking to site a data recovery centre, (DRC), for the South-East and South-South, he wasted no time in making available to them the newly acquired former headquarters of the

Nigerian Coal Corporation. He focused on the number of direct and indirect employment the presence of the company would create in Enugu State. He equally approved that the company be granted a waiver in the right of way fees in laying their cables, which emanated from different parts of Nigeria and terminated at their office.

His vision for capturing opportunities for the state, equally informed the government's purchase of the former headquarters of the defunct Cooperative and Commerce Bank, (CCB) Plc, in Okpara Avenue, a multi-storied building which Sullivan refurbished, complete with elevators, and made available to Federal and State Government MDAs.

11. ENUGU CAPITAL DEVELOPMENT AUTHORITY

Before Sullivan, Enugu had lost her glory. It was in a decrepit state of decay. The popular word among land speculators was "carve-out", which meant the illegal sub-division of plots to accommodate more buildings that the zoning permitted. This was more prevalent in GRA and Independence Layout. Sullivan created the Enugu Capital Development Authority to reclaim the Enugu Master Plan, and to enable the city to regain its sparkle. This new creation was put in the hands of John Egbo to midwife, and the agency took off from his private office at No. 26 Edozie Street, Uwani, Enugu, with a few ad hoc staff. Today, it is an agency with hundreds of full time employees.

The mandate of the authority took responsibilities from Ministries of Works, Transport, Lands, Environment and others. Within a short period of time, the carcass of inoperable vehicles that littered the urban areas were all removed, and traffic bottlenecks were greatly eased. Traffic enforcement ensured compliance with traffic regulations, including stopping for traffic lights, which now grace major intersections in Enugu. There was equally aggressive monitoring of buildings under construction, a streamlining of the issuance of construction permits, and demolition of structures built without appropriate permits. Some of these structures were blocking major waterways, threatening to cause massive flooding. “Carve-outs” were prohibited and became a bad word. Gradually, Enugu regained its beauty and splendor.

The centralization of the approval of building plans within the Enugu Capital Development Authority streamlined that process, made it more transparent, and

subject to professional scrutiny. This may have contributed to the very low cases of collapsed buildings during the administration of Sullivan Chime. The agency, at inception, initiated a street naming and numbering scheme that today makes it possible for residents and visitors to be able to negotiate their way around Enugu. Other initiatives include: the refurbishing of an Enugu landmark, the grandfather clock at the old Eastern Nigeria House of Assembly; the installation of bus shelters in all parts of Enugu metropolis; and the deployment of a modern waste evacuation system in Enugu and Nsukka. This involved the acquisition of many waste compacting trucks, thousands of galvanized metal waste dumpsters, also called waste bins, and the enlisting of the services of road sweepers. During Sullivan's tenure, Enugu witnessed a new invitee to social events where large number of people are expected. The appearance of brightly coloured portable toilets managed by the Enugu State Ministry of Environment, meant a clean and pristine environment.

12. THE AKANU IBIAM INTERNATIONAL AIRPORT

In 2009, following intense lobbying spearheaded by Sullivan, late President Umar Musa Yar'Adua agreed to upgrade the Akanu Ibiam Airport to an international airport. To accomplish this, he approved the extension of the runway from 2400 to 3000 metres, and the expansion of the width from 45 to 60 metres to accommodate wide-body aircraft. The entire runway was to be re-asphalted. Sullivan, on the invitation of the then Minister of Aviation, Mr. Babatunde Omotoba, flagged off the project. During the closure of the airport for renovation, flights were diverted to the Sam Mbakwe Airport, Owerri. On October 19, 2010, President Goodluck Jonathan reaffirmed the upgrade of the airport, and adjusted the cost of the airport upgrade upwards to now include the reconstruction of the existing terminal building, and the construction of a brand new terminal building befitting of an international airport. Sullivan visited the project site constantly to make sure that it was on target. He also awarded contracts for all the interior roads within the airport, as well as making other facilities available to see to the smooth transition of the airport to international status. This included putting pressure on the president, working closely with other stakeholders, who included his fellow governors from the South East, the Minister for Aviation, and members of the National Assembly. Their efforts were crowned on August 24, 2013, when the first international flight, an Ethiopian Airlines flight, with registration number ET-APL, arrived Enugu. As a befitting tribute to a

struggle that predated Nigerian independence, Sullivan was on that plane which took him from Enugu to London via Addis Ababa. Today, Nigerians from all over the world relish flying into the Akanu Ibiam International airport, noting the huge difference from the hassles in entering Nigeria using other airports, the legendary Enugu friendliness and hospitality.

The airport was configured to cater to the anticipated cargo to be generated by the newly approved ENPOWER Enugu Free Trade Zone.

13. EXPANDING THE FRONTIERS OF ENUGU – THE NEW ENUGU MASTER PLAN

When early in his administration he called on Ndigbo to adopt Enugu as their home, Sullivan knew that if they heeded his call as expected, there was going to be a lot of pressure on the existing land space and infrastructure. This pressure on land and infrastructure got worse once news filtered out that Enugu was the safest state in Nigeria. It became imperative that Enugu must expand beyond the contraption of the valley mapped out by the colonial masters in the immediate vicinity of Udi Hills. This compelled Sullivan to commission the review of the Enugu Master Plan. He commissioned the Enugu Centenary City, a futuristic development on 1100 hectares of land at Ugwuaji, which was to serve as the permanent site of the Enugu University of Science and Technology before it was relocated to Agbani. There has been massive infrastructural development in this new city, with land and housing sales moving briskly.

He also approved land allocation for Enugu Golmark Industrial Park on 2361 hectares of land spanning from Nchatancha-Umuode-Oruku to Akpugo in Nkanu West Local Government. This project as envisaged, will house hundreds of industries, housing estates, farms, a power plant, water treatment plants and many more. Sullivan directed the design and construction of access roads and other infrastructure to make the entrance of the Chinese investors possible. As at the time he left office, what was being worked out was the issue of communal agitation, especially from Nchatancha, which was delaying the project. Golmark had completed their designs, drawings and the model for the city, which were submitted for government approvals. A strong Enugu State Government contingent including Sullivan as the out-going Governor and the in-

coming governor, Ifeanyi Ugwuanyi, had visited China to have a firsthand assessment of the project and to reassure the Chinese Government and technical partners on Enugu State's preparedness to continue the project.

Enugu broke the boundaries to the East with the buildup of the Housing Estates in Nike extending all the way to the Ugwogo Opi Road, home to Elim Estate, the Federal Road Safety Estate and the government-owned estate at Ibagwa Nike. In Emene, the government acquired land at Nkwubor Nike for expansive housing estates.

As the frontiers were expanding, Enugu witnessed an explosion in the housing sector as it had never witnessed. Before Sullivan became governor, Enugu had the Real Estate Housing Estate at Uwani built during the Okpara era, the Trans Ekulu and Abakpa Nike Housing Estates built during Governor Jim Nwobodo's tenure, and the Federal Government Housing Estate built under President Shehu Shagari. When Sullivan came in, he declared a housing emergency and appointed an effervescent Managing Director of Enugu State Housing Corporation to carry out the massive transformation of the sector. Within his first 100 days in office, Sullivan commissioned the fully built Coal City Gardens Estate boasting of 100 five and six-bedroom houses. It has a shopping arcade and a police post. This estate also has a Presidential Lodge, with the complement of eight service guest houses. Before Sullivan took office, Enugu State Government owned no guesthouse, operating instead from rented properties.

Such rapid transformation was unheard of in Enugu State. Not one to rest on his oars, next was the Ekulu East Housing Estate, on the land formerly occupied by the Enugu Zoo, from which animals had been removed by the previous administration, and the Liberty Estate Phases 1 and 2. The Maryland Estate was developed as condominiums to house the low- to middle-income population. Many other serviced estates include the former Central Bank Quarters, the former RCC Quarters, Golf Housing Estate - Phases 1 and 2, Fidelity Estate, GRA Enugu, the Pocket Layout, Independence Layout, and others at Emene, Nsukka and 9th Mile. Sullivan delivered so many composite housing units too numerous to mention, but most importantly, he put in place adequate road network and other infrastructure that precipitated the great housing boom in Enugu State, which attracted both public and private developers. As an example, before he extended

Presidential Road to the Port Harcourt expressway, land at the Bricks Layout sold for ₦6 Million, but catapulted to ₦30 million, once construction of the road commenced. Enugu also extended towards 9th Mile with government approved estates at 9th Mile. This success was replicated at Nsukka where the Obukpa Estate was fully subscribed, and an expansive land was acquired for the new Nsukka City at Obimo.

14. SUSTAINING DEMOCRACY IN ENUGU STATE

Across many states in Nigeria, the prevailing practice is to subsume local government areas as appendages of the state governments. The reasoning for this practice could include the appropriation of funds belonging to the local government. Sullivan was bent on upholding the Nigerian constitution by insisting that democratically elected councils throughout his tenure ran the local governments. He also respected the autonomy of local governments as provided by law. To the surprise of the polity, they solely managed the financial allocations accruing to local governments from the monthly federal allocations. This autonomy in fiscal management led to major infrastructural and other developments in many local governments. Sullivan made sure that the Economic Planning Commission met regularly as an interface, to approve projects involving joint state and local government funding. In this manner, many roads, electricity, water and other projects were executed.

This breath of fresh air in local government administration ushered in a highly competitive political atmosphere for elections to chairmanship and councillorship positions. Throughout his tenure, Sullivan made sure that council elections were held every two years as provided by the Local Government Law. Four of such elections were held, and Enugu State remained the only state in the country that ran local governments by democratically elected councils, as provided by the constitution. A process was put in place to ensure that candidates were truly chosen by the people, with the practice of imposition of candidates totally abhorred. The administration, as a practice, encouraged a lot of broad-based and grassroots consultation amongst the people, to encourage their involvement in the emergence of candidates to elective offices. The result was that in a majority of local government and other elections, the candidates were returned unopposed. This was the case when during the December 2013 elections into the 260 wards, 248 of the councillors were returned unopposed, since they had no

candidates running against them from other political parties. The 17 local government chairmen went for the elections unopposed. Sullivan enthroned an era that got Enugu people interested and excited in governance, because of his mandate of participatory politics.

15. LEGACY STRUCTURES - A CHANGING LANDSCAPE

For Sullivan, it was not that he set out to construct buildings that would endure. The construction of those buildings emanated from need. When he assumed office in 2007, the only government building that was fairly habitable with a little cosmetic make over was the old Governor's Lodge, which he moved into. High profile visitors could not be accommodated in any official government houses since none existed. It was for this reason that Sullivan commissioned the construction of the first Presidential Lodge, which is in the secure Coal City Gardens Estate, GRA, Enugu. Eight guesthouses were also built in the same vicinity. As of 2007, all government guesthouses were in rented apartments. This project was completed and was immediately put to use.

He focused on a total renovation of the Enugu Governor's Lodge inside the Government House. On completion, the building received a complete redesigned make-over which confounded people who were conversant with the history of the building. Architectural historians were happy that in carrying out this renovation Sullivan maintained the old architectural integrity of the building. While prior to the renovation, only one bedroom in the lodge was en-suite, upon completion, all eleven rooms were self-contained. It was also intriguing that while the lodge was on four floors, it had no elevator previously. This renovation added seven lounges, two kitchens, two dining rooms, and two elevators. A brand new First Lady's office and an imposing parking structure were also built. All these were accentuated by first grade landscaping. At completion, Sullivan moved into this edifice, which went on to host numerous government functions and dignitaries.

As the Enugu Governor's Lodge was going on, Sullivan commissioned the design and construction of a befitting Enugu Governor's Lodge in Abuja. That monument, which was completed and put to use before he left office, has been adjudged a befitting and functional governor's lodge in Abuja.

Feeling that the Enugu Presidential Lodge should be close to the Government House, and that the first one at the Coal City Gardens Estate was not enough, Sullivan commissioned the re-design and conversion of an existing building which had served as a Ministerial Quarters, into a befitting Presidential Lodge. This building is located opposite the Deputy Governor's Lodge, very close to the Government house at Independence Layout. This building was fully completed, furnished and ready for use before Sullivan left office on May 29, 2015.

In his audit of the performance and productivity of civil servants, one recurring decimal was lack of accommodation or conducive environment for workers. To cure this deficit, Sullivan embarked on the construction of one of the most ambitious projects of his tenure, the Enugu Workers' Secretariat, aptly dubbed "Sullivan Secretariat". At inception, this project was bench marked at over ₦15.6 billion, but with furnishings and finishing, it exceeded that amount by quite a good sum. It involved the demolition of many dilapidated pre-existing structures, some built in the 1960s, which lacked any modern facilities conducive for a good productive work environment.

Like most good things, it did not come easy, since political opponents and some fair-minded critics questioned the wisdom of embarking on the project as to time, cost and other issues. There was doubt as to whether Sullivan would complete this project before the end of his tenure in 2015.

While this debate was going on in 2012, Sullivan was given the sad news that he had been stricken with cancer. This was while he was on an official visit as a part of the delegation of Nigerian Governors' Forum that visited Germany in 2012. While this sad news would deter most people, not Sullivan. It spurred him, and he ordered that the project commence immediately. As he spent over four months in England receiving treatment for the cancer, he was unrelenting in pushing the Commissioner for Works and all contractors involved in the secretariat project. On his return, the project was fairly advanced, but he left no stone unturned to see that the complex had the best in equipment, biometric entry controls, standby generators, good elevators, and a great ambience that would make the building stand out as an enduring legacy of all time.

It was a bright day in Enugu when on May 22, 2015, Sullivan commissioned the new secretariat which is anticipated to accommodate thirteen ministries. On that joyous occasion, he presented a Hyundai Elantra car to Mrs. Veronica Ogbu, who was adjudged the best civil servant in the state. Typical of Sullivan's humility, he shunned all pressure to name the secretariat after himself. It is worthy of note that the funding for the construction of the secretariat came from the internally generated revenue of Enugu State.

Before Sullivan, the Enugu Governor's office, known as the Lion Building, was a makeshift bungalow constructed under the Ukpabi Asika administration in the early 1970s. Without fanfare, Sullivan commissioned an ultra-modern governor's office behind the existing structure. The new office spanned four floors with elevators, and complete with all the accoutrements of a 21st Century office. This structure was completed without many regular visitors to government house knowing about it, or witnessing any interruption in government affairs, until it was commissioned before Sullivan left office. After completion, the old Lion Building was demolished, exposing one of the best-kept secrets of the Sullivan administration, a brand new edifice, a new governor's office, and the new Lion Building. Many would ask why Sullivan expended so much money and energy on a building, which he would never enjoy. The answer lies in the fact that wise men plant trees whose shade they know they will never enjoy. That is statesmanship.

Many people wonder how, despite the population explosion in Enugu, traffic remains manageable. The answer lies in Sullivan's great understanding of the Enugu master plan, and retooling and reconfiguring it to address present day challenges. An example is the massive dualisation of most of the major roads in Enugu metropolis like Agbani road and Zik Avenue, which led to the construction of a new expanded Uwani Bridge. The bridge replaced the decrepit old bridge, which was creating a traffic bottleneck in all directions. Borini Prono, a first rate contractor, was brought to carry out the expansion and construction of the new Uwani Bridge. The project was completed with road furnishings and architecture, easing the flow of traffic from Ogbete to Uwani and beyond. Futuristically, Sullivan ensured that the base carrying the proposed Enugu Monorail was embedded in the construction. The bridge is such a beauty to behold.

The same can be said about the Akwata Bridge, which, for many years, defied all engineering solutions. There had been attempts by previous governors to address the failure of this road, which is a part of Agbani Road linking Ogbete and Old UNTH to Coal Camp, Achara Layout, Gariki and connecting the Enugu-Port Harcourt expressway. Sullivan commissioned engineering and construction works that solved the Akwata problem for good. This entailed the road construction, diversion of the water flow, shoring up of the embankment and expansion of the road network, making it a dual carriageway, with a pedestrian overhead bridge.

When sand excavators, erosion and age caused the failure of the Abakpa Bridge, Sullivan realized what a catastrophe it would be, if the teeming thousands of residents in Abakpa are cut off. Government mounted a rescue operation of the bridge that made it possible for it to reopen in a very short time. He paid attention to many arterial roads and bridges that many could have overlooked, not understanding their importance in the overall traffic master plan of Enugu.

16. ENUGU... GREAT IDEAS, BRIGHT FUTURE

Sullivan continuously searched for ways to make Enugu a 21st Century City. Shortly after assuming office, he wanted to flood Enugu with solar street lighting. The prototype adorned the Murtala Mohammed Park bypass, linking New Market. The Solar Project was sabotaged. Undeterred, he immediately awarded contracts for the total lighting up of Enugu and other major urban centres like Nsukka. The street lighting project was accompanied with a holistic traffic control infrastructure, which entailed the installation of about thirty-four traffic lights at the major intersections in Enugu State. Approvals have also been given for additional traffic lights. Beyond adding to the ambience of the city, the traffic lights brought orderliness to a hitherto chaotic situation. Its emergence was accompanied by a review of the Traffic Control Law to bring it up to date. Realizing that the traffic lights could only be obeyed if there was vigorous enforcement, Sullivan introduced the use of mobile Traffic Courts where magistrates would summarily adjudicate traffic offences or violations. A partnership with Easi-Park of South Africa introduced uniformed Traffic Marshalls on Motor Bikes, and empowered Ministries of Transport and the Enugu Capital Authority to collaborate to sanitize the traffic flow in Enugu. What emerged is a traffic control system that Enugu

people have come to enjoy.

Sullivan had a dream to make the city of Enugu a Wi-Fi hot spot. An agreement was entered into with Zinox for this pilot project. Most people were able to access the Internet free of charge while the pilot lasted. On completion, it was transitioned to a paid programme, which made Wi-Fi accessible to many people in different parts of Enugu.

While many think that global warming is a hoax, Sullivan knew that he had to take urgent steps to contribute his quota to ameliorate the devastating effects of global warming. Borrowing from a programme with proven success in Kenya, the Wangari Maathai's Green Belt Movement, he initiated the Enugu State Green Project, and approved funds to procure thousands of economic trees, which were distributed to all seventeen local government areas of Enugu State. While many of the trees grow in the wild, some rural women were seeing their seedlings for the first time, stems of bitter cola, oil bean, bread fruit, and common ones like cashews, teak and many others. This led to planting of trees to line all major roads of Enugu State.

It was equally for this reason that he saw the opportunity presented by the building of a Solar Farm in Enugu State under a state partnership with RECA-Sarl, a European Union funded initiative. He approved that land be allocated for this project along Umabi-Umuaga corridor, in Udi Local Government, which was identified as having the requisite power infrastructure for the evacuation of power generated to the national grid. Although he made sure that a certificate of occupancy was given to the community before he left office, communal agitation has prevented the company from breaking ground for the project.

Intrigued on how to adapt the navigational aid of MapQuest to Enugu State, Sullivan embarked on a programme themed "Enugu Virtual Streets". This was a Google-driven Programme that makes it possible for one to navigate the major streets of Enugu using a cellular phone. This programme, when combined with the enumeration of buildings, laid a solid foundation for revenue enhancement in the state.

He had earlier on commissioned a multi-million project for the digital mapping of

Enugu. The project made the job of surveyors easy, and has been of great assistance to urban and regional planners in the design of Enugu of the future.

When Sullivan assumed office in 2007, it was difficult for anyone to give an accurate census of the number of government employees in the state. It was believed that generally, ghost workers, a name given to people who were paid for no work, were a good percent of the state work force. Not happy with the guesswork, Sullivan was among the first to initiate biometric capture of all state employees. This programme, which was initially executed by Enenia Biometrics of New Jersey, saw an immediate drop in the state's payroll. It was envisaged that on completion, every person in the state would carry a biometric card that would make it easy to access state services. The Biometric capture has been validated by other vendors, and appears now to be the practice across Nigeria.

The difficulty in giving an accurate account of public employees was worse when one attempted to get the accurate census of businesses in Enugu. This lack of clear enumeration enabled fraud and other dubious practices, which cost Enugu State Government a lot of revenue. It was difficult to project the amount accruable to the state from registration and renewal of business premises, or from Enugu State Waste Management Agency, Board of Internal Revenue, or other government agencies. Under Sullivan, a computerized enumeration of businesses was produced and published, and made available to all government agencies to use.

17. FISCAL RE-ENGINEERING, PRUDENCE AND PROBITY

When Sullivan took over the mantle of Enugu State in 2007, workers and pensioners were owed many months in salaries and payments. He knew that the epileptic payment of salaries contributed to the demoralized work force. Bent on curing that anomaly, he instituted a policy that civil servants must be paid on or before the 25th of every month, a policy that he followed through until he left office in May, 2015. While many talked about the payment of salaries as a great achievement of Sullivan, what he did in the financial sector was more encompassing.

Before Sullivan, political appointments were given to party men and women who saw

such positions as settlements for their contributions to the party's electoral successes. Such people were averse to rendering any form of account to government. The result was that most government revenue ended in private pockets, while government lacked funds to execute its programmes, depending largely on allocations from the Nigerian Federation account. The re-engineering started from Sullivan, appointing highly qualified persons to man key Ministries, Departments and Agencies. He then instituted a culture of probity. About June 1st, 2008, discussions commenced on the implementation of the Enugu State Pay-Direct Account System, which was meant to block revenue leakages, and as such, boost the state's internally generated revenue. The roll out of this programme was in 2009. Within a few months, the pool account had garnered over ₦3 billion, a feat unthinkable and unheard of. By comparison, the Federal Government initiated the policy in 2012, but the full implementation only took effect in August of 2015. Under Sullivan, Enugu State made giant strides in fiscal management such that by 2013, the Federal Bureau of Statics rated the state third in the country in internally generated revenue. In 2014, the state was also rated the third most debt sustainable state in Nigeria.

For probity and accountability, Sullivan ensured that Enugu State published the annual accounts of the state for each year spanning his tenure 2007 to 2015. In so doing, he enjoyed high public approval ratings for his handling of the economy, and his management of the resources of the state. Throughout his tenure, he endured a recurring question, which was how he was managing to fund all the projects he was engaged in without any external borrowing. Many projects were funded out of the internally generated revenue account like the Sullivan Enugu Workers' Secretariat, the new state treasury house and many others. That notwithstanding, the internal generated revenue for May 2015 topped ₦600 million. This confirms that Sullivan's re-engineering of the fiscal and financial systems of Enugu State is an outstanding success.

18. ENUGU: MAKING HEALTH A PRIORITY

Confronted with dire figures showing gloomy rates in maternal and infant mortality in Enugu State, Sullivan gave marching orders to his then Commissioner for Health, Dr. Martin Chukwunweike, to come up with a programme to immediately reverse the numbers. What emerged was that Sullivan agreed to fund free medical care to all

pregnant mothers in the state, and all children under five years. This group enjoyed free medical treatment in all public hospitals and certain private hospitals, captured to ensure adequate doctor and facility coverage for the programme. One unintended consequence of this novel programme was that people from surrounding states flocked to Enugu to take advantage of the programme. Undeterred, Sullivan funded this programme to the end of his tenure.

Enugu State University of Science and Technology Teaching Hospital, Park Lane, was a major beneficiary of Sullivan's deep interest in making sure that the health infrastructure in Enugu State was upgraded during his tenure. He appropriated money to make sure that abandoned building projects in the hospital were completed, and new ones constructed. He equally voted funds to see that the hospital was well equipped, and supported many nongovernmental organizations and overseas donors who pooled resources to make the hospital a place of choice for persons seeking medical care. He also approved a competitive salary structure for hospital staff to encourage the recruitment and retention of experienced staff. It was therefore befitting when, due to all his efforts, College of Medicine, ESUT graduated its first set of medical doctors under his tenure, after so many years of stagnation. Today, the hospital is highly sought after for medical training and employment.

When the Ministry of Gender was confronted with the problem of how to handle the many mentally challenged persons dumped on Enugu Streets from neighbouring states, Sullivan approved that the social welfare facility at Emene be turned over to ESUT Teaching Hospital, Parklane to be used for the psychiatric care of such patients.

It must be pointed out that the renovations of existing healthcare infrastructure extended to all the seven health districts in the state. Direct state government funding, or the state payment of counterpart funding to attract funding from other agencies accomplished this.

Sullivan knew that proper medical treatment began with accurate diagnosis. It was for this reason that in 2007, at the grounds of the Hotel Presidential he unveiled a pictorial of a proposed Enugu State Diagnostic Centre. Some years later, work started on the

project, which had reached an advanced stage when he left office in 2015. Despite disappointments on the part of contractors engaged to execute the project and supervising government officials, Sullivan kept faith with the project, pumping money into it to realize this key project. As at the time he left office, the building had been named after the first medical doctor of Igbo origin, Dr. Simeon Onwu.

While many may see the scourge of HIV ravaging the country as anathema, Sullivan took the bull by the horns, knowing that the dreaded disease could not be wished away, but must be tackled with programmes tested and proven in other countries. When the opportunity arose, he recruited a highly qualified Special Adviser from the United Kingdom to take charge of the battle against Human Immuno-Deficiency Virus in the state. It has to be noted that while the entire state is a fertile ground to disseminate the virus if one engages in high-risk behavior, the state also has clusters of areas conducive for high exposure to HIV and other sexually transmitted diseases. These areas include the high-density transit stops like 9th Mile Corner, Obollo Afor, New Artisan, and many others. He made the money and personnel available to tackle the scourge such that in no time, Enugu State ranked favourably in lowering the HIV new transmission index as well as in other indices used to track the dreaded disease. He also created an enabling environment, as well as actively supporting various Non-Governmental Organizations dedicated to fighting the spread of HIV and AIDS. Today in Enugu State, a positive test for HIV is no longer seen as a death sentence.

19. LET THERE BE WATER FOR MY PEOPLE

One may be correct to say that in the eight years that he was governor of Enugu State, Sullivan's greatest frustration came from his quest to make sure that Enugu becomes self-sufficient in water. He wanted so much for the masses of Enugu State to have access to clean drinking water. He inherited an antiquated, dilapidated and over stretched water delivery infrastructure.

As at 2007, Enugu water supply came from Ajalli Water Scheme, Oji River Water Works, Iva Valley Springs, and 9th Mile Borehole Scheme. Most of these schemes had challenges. The Ajalli Water Scheme was prone to vandalism and shut downs due to power outages, and environmental erosion. At a point, herdsmen who broke water

pipes to give their cows access to drinking water sabotaged water delivery. The scheme was also located quite a few kilometres away from the city of Enugu, making pipeline security a challenge.

The Oji River Water Works was commissioned around 2003/2004, but had serious problems, as it was not properly done. A significant quantity of the water harvested was lost to water back flow. What was left was insufficient. The 9th Mile Borehole Scheme had been there for years, but had fallen into disuse due to lack of maintenance. Compounding the issue of water delivery in Enugu State is the lucrative water tanker business. Hoards of water tankers sell water across the state sometimes at very exorbitant prices, especially during dry season. It is alleged that the criminal elements in the water tanker business may be responsible for vandalizing the water delivery infrastructure to force the masses to buy water.

Another significant factor is the dilapidated water delivery infrastructure such as aged pipes, asbestos pipes which were no longer safe for water distribution, and a web or maze of illegal water connections by residents who simply connected their houses to the metropolitan water supply. The result was constant water leakages along the maze of miles and miles of these illegal connections, making regulated water delivery a nightmare if not impossible.

Sullivan went about to methodically resolve the problem of water supply in the urban areas and the rural communities. The Enugu State Water Board was given a firm mandate to deliver water to the people. Significant amount of money was appropriated for this purpose, some of the money coming from the World Bank.

The quest to give Enugu people water took him to South Korea. He visited top Korean companies like ARISU, well versed in urban water delivery. A Memorandum of Understanding was signed to enable the Korean company explore ways of taking over the concession of delivery of water to Enugu citizens. The company arrived Enugu on the invitation of Enugu State Government and prepared a comprehensive report on how to make Enugu self-sufficient in water. This involved constructing three new water treatment plants harnessing the Iyioku River, Nvene, and Nyaba, in addition to Ajalli

and Oji. The company was frustrated by the lack of policy directives from the Nigerian Infrastructure Concession Regulatory Commission. The company felt that its investments would not be protected without the existence of an infrastructure concession master plan. The company donated a modular portable water treatment plant, which was sited at Umueze Awkunanaw.

Dr. Mike Nwachukwu, the last Commissioner for Water Resources under Sullivan, summarized the problem of water delivery to Enugu people thus, "Previous interventions by the state Government through World Bank loans and contractor-financed projects, did not yield the desired results. A review of these projects revealed that they were procured under Engineering Procurement and Construction type of contracts (EPC). There is no sustainability factor in its formulation hence, EPC Contracts are known not to be sustainable, as most projects of this type fail shortly after commissioning, and defect liability period exceeded. This was the bane of the Enugu City water supply project, which did not improve after the various interventions. Concession of any type is proven to be sustainable as the project is tested over a long period of time (concession period), and the beneficiaries derive maximum benefit from the project during and after handover. The existing Enugu City water supply scheme was plagued with so many problems: Non-revenue water was as high as 60%, doubtful integrity of pipe network and low coverage, obsolete and deteriorated electro-mechanical equipment, low level capacity of staff to operate and maintain water supply infrastructure, and dwindling receipts of funds from FAC. Huge amounts of money would be required to rehabilitate the whole scheme despite the interventions already made. Concession became an option".

The government approved and supervised the execution of a master plan design for water supply to Enugu City. This was done to cover Enugu as it is today, including emerging new areas that were not covered by the existing water supply network. The concession was based on this master plan.

The government then explored the concession option of the Enugu water supply to meet its mandate with the people of Enugu. In February 2014, the government of Enugu State under the provisions of 'single sourcing contracts' of the state procurement law invited

Messrs AG Goldtrust Limited, a water engineering company of international repute, to be considered for the concession of Enugu City water supply in a Build, Own, Operate and Transfer Contract (BOOT). A carefully articulated agreement was formulated and signed by both parties on February 28th, 2015.

Implementation of the project commenced immediately and was sustained, until handover of the affairs of government to the present administration in what was widely acclaimed to be a "Seamless Transition and Consolidation" handover ceremony. This project has since been stalled for 18 months now.

Mike Nwachukwu believes that the sustainable solution to the water problem of Enugu City lies in the implementation of the concession already signed by Enugu State Government with Messrs AG Goldtrust Limited.

20. MAKING ENUGU A TOURIST DESTINATION

The metamorphosis of Enugu into a tourist destination was solidified during the tenure of Sullivan Chime as governor of Enugu State. Before he came, Enugu had assumed a prominent role as the location of choice for the Nigerian movie industry (Nollywood), the Nigerian version of Hollywood. Significant challenges, especially in the areas of security and infrastructure, hampered the full realization of that potential. When Sullivan came, he simply set out to make Enugu State a safe and conducive place for people to live and do business. His investment in the construction of roads, street lights, greening the city, and partnership with the police and other security agencies, made the then Inspector General of Police, Mohammed Dikko Abubakar to declare Enugu the safest state in the country on May 22, 2013.

With the infrastructure firmly in place, private investors stepped in and brought in investments in their millions, with a significant jump in the number of first rate hotels built between 2007 and 2015. Enugu has become one booming economic hub.

To give vibrancy to the development of Enugu as a tourist destination, Sullivan created the Ministry of Culture and Tourism out of the Ministry of Information. He equipped this new ministry with the requisite tools to sell Enugu State to the world. The ministry

developed a signature programme, the Enugu Road Block, an annual December event that parades the best and brightest stars in music and comedy. This weeklong cultural extravaganza attracts cultural troupes from other African countries, and has twice featured the highly sought after UMOJA Cultural Dance Troupe from South Africa. The 2014 edition, which was the last before Sullivan left office as Governor, saw nostalgia enveloping the event, as well-known artists from the 1960s and 1970s were invited to perform.

Top gospel singers were regularly featured at the Road Block, giving those days an aura of gospel carnivals. Other aspects of the festival involved beauty pageants, wrestling competitions and masquerade festivals. Enugu has come to be known as the Masquerade City of the East, with the famed Enugu Mmanwu Festival, which the Federal Ministry of Culture, Tourism and National Orientation has designated a national event. The implication of that designation is that the Mmanwu Festival would now attract the budgetary support of the Federal Government, running into millions of naira.

The ministry has developed a multi-faceted, multi-dimensional entertainment troupe, which has been deemed good enough to perform internationally, such as in South Korea.

Sullivan had big ideas to develop tourism in Enugu State. Shortly after attending a Tourism Expo in Orlando, Florida, he sought to bring a first class theme park to Enugu State. He designated the land formerly housing the Udi Native Authority, which sits on hundreds of hectares of land on top of the lush greenery of the Udi Hills, for this project. The best brains were assembled to design this project. To make it easy to attract funding, Sullivan constructed all the internal roads, fenced the location, and had the water infrastructure fully in place. Unfortunately, the project consultants were not able to secure funding for the project before Sullivan handed over to the new governor.

In the same manner, Sullivan planned to replace the zoo, which was closed by the previous administration, with a wild life habitat to be located at Attakwu, Akegbe Ugwu, in Nkanu West Local Government. This project, which was at the design stages,

was handed over to the incoming administration. There is overall agreement that the infrastructure, security and peace, which the Sullivan administration enthroned in Enugu State, placed the state as a destination of choice for many.

21. GIANT STRIDES IN EDUCATION

Even detractors agree that in the eight years that Sullivan governed Enugu State, he revived a sector plagued by myriad of problems. As someone who grew up in Enugu, he was conversant with the pride of place that public and private schools occupied in years past, and the high quality of students that came out of Enugu schools. Years of neglect in infrastructural development, staffing, capacity building and corruption combined to erode public confidence in Education in the state. To compound matters, staff morale both in primary, secondary and government-owned tertiary institutions were low due to epileptic payment of salaries, and non-competitive wage packages. Students and their parents were exposed to all sorts of extortion schemes.

Sullivan set out to reorganize education at the basic level by overhauling the Enugu Universal Basic Education Board (ENSUBEB), to make sure that the Board delivered on its core mandates. With biometric verification accomplished to weed the state of ghost workers, the over 13,000 head teachers, teachers and staff working in the Local Education Authority under ENSUBEB received their salaries timely, every month.

Sullivan recognized the importance of experience and introduced a Volunteer Teachers' Scheme. Under this scheme, retired teachers were recruited to teach in underserved communities, and were paid stipends in addition to their monthly pensions. This innovation complemented the aggressive recruitment in the education sector, which brought down the teacher to pupil ratio to acceptable levels. Working with international development partners and other stakeholders, all teachers in Enugu State were subjected to training to improve their standards. Vehicles were purchased to facilitate the supervision of teachers in all 17 local government areas, thus minimizing the bane of absenteeism among teaching staff. To strengthen this supervision, Sullivan introduced School Based Management Committees. This was an idea that came to him while on an official visit to Japan. By the time he left office, all public primary schools in Enugu State had functional School Based Management Committees (SBMC).

Sullivan was appalled to learn that primary and secondary school students in the state enjoyed automatic promotions. He stopped the obnoxious practice and reintroduced promotional examinations for all classes. Equally reinstated after many years of cancellation was the first school leaving certificate examinations, which pupils now have the option of taking.

Recognizing that a good learning environment was an essential ingredient to good education, Sullivan saw to it that most schools received renovation and furnishing. In all, about 900 schools were renovated during his tenure as governor. As he was leaving office, the Enugu State Universal Basic Education Board had been turned around. Various audits adjudged tremendous improvement in judicious use of allocated funds, and project implementation.

Sullivan introduced the School Linkage Programme which partnered schools in United Kingdom to schools in Enugu State. Schools such as Queens School, Enugu, Independence Layout Secondary, Enugu and Community Secondary School, Ebe, are beneficiaries. The Enugu State Coordinator for this programme, Mr. Ifeanyi Onah, was to be selected later to make an international presentation on the success of this programme.

Not many people know that from 2007 until May 29, 2015, Sullivan made education free in Enugu State, up to Junior Secondary School. This is in addition to his investment in textbooks, school meals in primary schools, and buses to secondary schools in the state.

Sullivan was one of the first governors to return schools seized from missionaries by military administrators to their owners. To make the transition smooth, he kept the teachers under government payroll for an agreed number of years. He equally made sure that the Ministry of Education closed schools involved in examination malpractices, or the so-called "super centres", where students would over-register at a particular school that was notorious for facilitating cheating at examinations.

With the successes recorded in the sector, it was not surprising that students of Enugu State origin once more started making their marks on national competitions, bringing back laurels and awards.

It is generally believed that greater applause should be reserved for Sullivan's efforts in repositioning tertiary education in the state. Sullivan was aware that the development of the education sector had a direct bearing on the economic expansion that was an anchor of his 4-Point Agenda. He made great efforts to expand government universities and polytechnics in the state, establishing new ones and creating an enabling environment for private schools to thrive.

At the Enugu University of Science and Technology, ESUT, he worked with three Vice Chancellors to see that many new courses and preexisting ones received full accreditation. He did this by supporting and funding staff recruitment, major infrastructural expansion, and improvement in subvention to cater for staff welfare. Due to his tenacity, ESUT witnessed its first convocation ceremony after a hiatus of over twelve years. This meant that people who had left ESUT many years ago and were working with only statement of results could now receive their certificates.
Also, the ESUT Park Lane Teaching Hospital that had not graduated their medical students in over ten years, were able to do so, and today produce well-trained medical doctors.

The Institute of Management and Technology (IMT), Enugu, witnessed the same government support, such that the ills that once plagued the institution became things of the past. Government support saw to the construction and renovation of many buildings, improvement in staffing, increase in subvention, and timely payment of salaries. Teachers in IMT began to enjoy overseas training and courses to expose them to international teaching standards and best practices. Students from IMT are now highly sought after in the job market, especially in the engineering field. Sullivan became aware early on in his administration, that there was a dearth of qualified teachers in the state, especially in the area of blue collar workers, otherwise known as technical education. For that reason, he established the College of Education Technical, Enugu State, which offered courses leading to the National Certificate of Education, (NCE). This school, which is located at the old site of Institute of Management and Technology, Enugu, needed a lot of new infrastructural development, staffing, and other needs to meet the requirements of the Nigerian Board of Technical Education. The school is now fully accredited, and by the time Sullivan left office, it had graduated many streams of

graduates who he promptly offered employment. The school also offers degree courses under their linkage with Nnamdi Azikiwe University, Awka.

While the whole Nigeria talked about diversifying the economy towards agriculture, it did not occur to many that people needed to be trained to make agriculture a sustainable business. Sullivan realized these lacunae and set up the College of Agriculture and Agric Entrepreneurship in Iwollo, Ezeagu Local Government Area. This school teaches the business of agriculture. In partnership with institutions in the United States of America, Poland and other countries, it seeks to train farmers who would grow and export Nigerian produce, while complying with international standards and grading. The school has witnessed rapid expansion and growth within a short time, and was upgraded to a polytechnic during Sullivan's tenure.

Other schools in Enugu State benefited from Sullivan's vision to make education accessible to most people. The health schools in Oji River and Nsukka, and the Cooperative College in Oji River, all received support from the state government to enable them to deliver on their mandates.

Under him, the state government structured a symbiotic partnership with the Nigerian Federal Road Safety Corps, to set up the Corps Cadet Training Academy at Udi, Udi Local Government Area. The state government donated land, constructed buildings, and brought in electricity and water to make the project a reality.

The infrastructure in the state and the prevailing peace made other private universities and schools to call Enugu State home, making education a booming economic enterprise. There is agreement that under Sullivan education blossomed in Enugu State. Of all his strides in education, nothing gives Sullivan joy like his intervention at the Special School for the Speech and Hearing impaired at Coal Camp Enugu. The first time that he visited that school, he was moved to tears after witnessing the problems that confronted the students, including lack of basic amenities such as water, accommodation, and security due to lack of fencing and other things. He ordered all the relevant Ministries, Departments and Agencies of government to work round the clock to resolve most of the problems, so as to make the school a conducive place for learning.

Today, the school is a far cry from what it was. It also has transportation for the first time in decades, and now receives regular government financial support.

22. ACCOLADES

It is no secret that Sullivan does not court publicity. He avoids it like a plague. He rarely granted interviews, and his interaction with the press were few and far between. He routinely turned down nominations for awards, chieftaincy titles and other adulations coveted by politicians. That notwithstanding, the work that he did in Enugu State garnered recognitions at home and abroad.

Of special note was the recognition of Enugu in the 100 Resilient Cities Network (100RC), by the Rockefeller Foundation at the Urban Resilience Summit in Singapore in December 2014. Enugu was among the four African cities and the overall 35 new cities from across the globe to be invited to join the exclusive club in the 2014 edition. The organization hinted that the choice of Enugu was predicated on the spectacular transformation the city had undergone in the years that Sullivan governed Enugu. It explained that Enugu was chosen out of 331 applicants on the basis of its ability to "demonstrate a unique vision for resilience, a long-term commitment to cutting across silos of government and sectors of society, and a special attention to the needs of the poor and the vulnerable". These were contained in a letter signed by Michael Berkowitz, the president of the foundation, conveying the selection. Real Estate Agents are already factoring in the 100RC status of Enugu in calculating the value of real estate in Enugu.

The Nigerian Society of Engineers recognized Enugu as the state with the best infrastructural development during the tenure of Sullivan, and while at an award ceremony in Dubai, the state was chosen as the most peaceful state, noting the collaborative efforts between the Neighbourhood Watch groups and the Nigeria Police. That award followed the declaration of the then Inspector General of Police, Mohammed Abubakar in 2013, that Enugu was the safest state in Nigeria, a thought echoed by his successor, Solomon Arase.

Sullivan's sense of purpose in governance was evident early in his administration. His sense of urgency in repositioning Enugu state garnered him an award as the Best

Governor of the Year 2008, by the Leadership Newspaper in April 2009. The early accolades did not influence him. He kept a cool head, shunning publicity, and delivering the dividends of democracy to the people of Enugu State. He let his good works speak for him, believing in the mantra, "Propaganda by Performance".

DETAILS OF ASPHALTED ROADS (IN KM) CONSTRUCTED BY LOCAL GOVERNMENTS IN ENUGU, BETWEEN 2008 AND 2014

S/N	LGA	ASPHALTED KM	DESCRIPTION OF ROAD AND LOCATION	REMARK
1	Aninri	7	LG Headquarter's internal road, Obeagu Mpu road, Umuemo-Obeagu-Ezieche Road	With drains and drainages
2	Agwu	10.2	Ohumagu-Agbogugu Amuri Road, Secretariat Road at Headquarters, Eziama-Mgbidi-Ezere Road	With double side drains
3	Enugu East	28.306	1. Ugwunwani/Ikegbuna Corner Road at Ugbene, Abakpa Nike 2. Alulu/Nokpa Mbuluowehe Link Road 3. Chief Stephen Street at Umuenwene Iji Nike (Nike -Uno zone) 4. Eke Obinagu, Nchatancha Street, Bernard Seminary School Road at Mbulujodo, Emene Nike 5. Igwe Nnaji Palace Road/Nike Town Hall/Enugu East Dev. Centre/Last Bus Stop Road 6. Local Govt./Amowelle/Amokpo/Ibagwa Nike Road 7. Orie Ugwogo Market/Umunameze/Obinagu Road 8. Nike Lake Road to LG Hqtr 9. Nkwo Amoji-Monastery Umuchigbo-Akama Road 10.Umuchigbo/Ugwueke/Lake Road 11.Community Primary School, Amoji-Announciation Secondary School Road 12.Edem-Ibagwa-Ugwogo Express Road	With double side drainage
4	Enugu North	9.29	1. Ologo Ring Road at Ologo Area, Coal Camp 2. Presidential Road and Ukwa Street through Ihewishi Ogui Link Road 3. Ukwa Street road at Independence Layout 4. Winners Road at Ogui/Independence Layout 5. Red Cross Station road 6. Garden Avenue, Abakaliki Road Link Road 7. Artisan Market Road	With side drainage

			8. Idume Layout Road 11 9. Afia 9 network of roads 10.Idume Layout Road, Hilltop 11.UNTH-Ngenevu Link Road	
5	Enugu South	27.8	1. St. Matthew Anglican Church, Ishide-Ogbochi Road, Ogbochi, Amagugwu 2. Ishiagu-Ndiugbo-Umuogo Road 3. Ndiuno-Umunshiachi Road 4. Holy Trinity Catholic Church Onu-Nyama Road at Umuonu Amechi 5. Confidence Hotel-Ndiugbo-Umunnaji Ngene Hall-Eke Otu Road at Amechi Uwani 6. Mission Obeagu Road 7. Flyover Road/Ugwuaji-Obeagu Ugwuaji 8. Udeji-Amagugwu Road 9. Gariki-Akwuke Road 10. Ugwuaji Road 11. Mission-Obeagu-Uzamagu 12. Eke Otu Amaechi-Ayo Road 13. Akpasha Junction-Obeagu Uno Road	
6	Ezeagu	24	1. Onuagu-Obuagu-Obodo Ofu-Iwollo-St. Theresa's Road 2. Iyiukwu Oyofo-Neke-Afor Oghe Road 3. Ezema Olo Road 4. Obodo Oyofo-Onuagu Road 5. Express-Amudu-Ishiagu 6. Akama Oghe-Local Govt. Hqtrs Road	With side drains and drainage
7	Igbo Etiti	16.9	1. Nkporogwu Borehole Road 2. Ikpogwu Ukehe-Idoha-Ochima-Ikolo-Aku-Mkpolgwu	With drainage
8	Igbo-Eze North	12	1. Amufie-Uroshi-Igbele Amachara 2. Ogrute-Umuida Road	With side drains
9	Igbo-Eze South	30	1. Ovoko-Iheakpu-Awka Ibagwa Road 2. Alor-Agu-Unadu Itchi-Ibagwa Road 3. Iheaka Ovoko-Itchi Road 4. Ibagwa-Ichi Road 5. Express-Orie Igbo Eze Ekoyi Iheaka Road 6. MCC-Nkwo Ibagwa LG Secretariat Road 7. Ovoko-Orba Junction Eke Ovoko Road	With drainage
10	Isi-Uzo	7.4	1. Akpani Neke/Uno Neke Road 2. Umuhu/Mgbuji Road	With drainage
			3. LGA Hqtrs Umuaram Ikem	
11	Nkanu East	7	Amechi Idodo-Owo-Ubahu Road	

12	Nkanu West	20.8	1. Awkunanaw-Amagu-Attakwu, Umuatugbuoma, Elf-Ekeagba Road 2. Akpugo-Achi, Ugbo, Amuzu, Nkwo Akpugo Road 3. Akpugo Oriemba Eziobodoeji, Agbede O'eji Ndiuno-O'eji Ndiagu Road4. Akpasha-Obuoffia-Amodu Road	With side drains
13	Nsukka	1.7	1. Barracks to Mechanic Village Road	With drainage
14	Oji-River	3	1. Achi Girls-Ujiri-Enugu Agu Road	With drainage
15	Udenu	1	1. Obollo Afor-Enugu Ezike Road	With drainage
16	Udi	21.2	1. Amokwe Ring Road 2. Eke-Ebe-Ukana	
17	Uzo-Uwani	5	1. Akiyi-Eziora Umulokpa road 2. LG Secretariat Internal Road	With side drains
	Total	**232.596**		

Chapter Fourteen

"We must not, in trying to think about how we can make a big difference, ignore the small daily differences we can make, which over time, add up to big differences that we often cannot foresee"

- Marian Weight Edelman



At a function at the Okpara Square, Enugu

Epilogue

HIGHLIGHTS OF THE ACHIEVEMENTS OF HIS EXCELLENCY SULLIVAN CHIME'S ADMINISTRATION (2007-2015)

With a clear vision and a well-articulated agenda, the Sullivan Chime administration kept faith with the Enugu electorate by fulfilling over ninety percent of its campaign promises. Hereunder are highlights of the administration's legacies.

PHYSICAL INFRASTRUCTURE

- Implementation of massive urban (Enugu and Nsukka) road re-development and modernization programme. The administration constructed over 1,159 kilometres of urban and rural roads. This comprises of 232.596 kilometres of roads constructed by LGAs, 299.4 kilometres of roads done by the state in partnership with LGAs, 295 kilometres of urban roads, and 332 kilometres of rural roads constructed by the state alone.
- The massive road construction and re-development was complemented with construction of bridges. Such bridges include Nyama Bridge, Zik Avenue Twin Bridge and the under-pass at Enugu-Abakiliki Road.
- The massive transformation of Akwata, a challenging terrain in Enugu metropolis, is still regarded as a great engineering and construction feat.

- Beside urban and rural roads constructed, the administration also intervened in road construction in certain designated areas such as the Institute of Management and Technology (IMT), Enugu State University of Technology (ESUT), Federal Road Safety Commission Academy in Udi, College of Education Technical, 82 Division of the Nigerian Army, Liberty Estate's internal roads, RCC Estate access road, CBN Estate internal roads, 9th Mile internal roads, as well as access and internal roads at the Akanu Ibiam International Airport, etc.
- All the roads constructed were fitted with modern road furniture such as signs, markings, drainages, reflective road guards, bus shelters, traffic lights and streetlights. Enugu State won an award as the state with the highest number of installed streetlights in its capital city. The streetlights had dedicated transformers and standby generators.
- Establishment of Enugu State Road Maintenance Agency.
- To solve the perennial water problem in the state, the Sullivan administration designed a master plan for water supply to Enugu City, to accommodate new residential and commercial areas.
- Previous attempts at solving the water challenge in Enugu State failed because they were procured under Engineering Procurement Construction (EPC) types of contracts, which are known to be unsustainable.
- The Sullivan administration was, therefore, convinced that the solution to the water challenge in Enugu City lies in concessions in line with international best practices. Concessions have been proven to be sustainable, as the project is tested over a long period of time, and the beneficiaries derive maximum benefits from the project during and after handover.
- In furtherance of that, the administration on February 28, 2015, concessioned Enugu City water supply to Messrs AG Goldtrust Limited, a reputable water engineering firm, on a Build, Own, Operate and Transfer (BOOT) basis. Implementation of the contract commenced immediately and was sustained until the exit of Sullivan's administration.

PUBLIC BUILDINGS

- Construction of a new state-of-the-art State Secretariat with 13 complex structures, which houses all the ministries.
- Construction of a new Governor's Office otherwise known as The Lion Building.
- Construction of Governor's Lodge in Asokoro, Abuja.

- Construction of a Heliport in Emene for Nigeria Police Force.
- Massive reconstruction of the Nnamdi Azikiwe Stadium, which included Astro-turf, a new tartan track, electronic score board and upgrade of the floodlights among other things, for the hosting of the 2009 Under-17 FIFA World Cup.
- Construction of two blocks of apartment buildings, each block containing 10 units of four-bedroom flats, terrace duplexes, and 10 units of one-bedroom flats at the 82 Division, Nigerian Army, Enugu.
- The rehabilitation of NYSC permanent orientation camp and the construction of new hostel blocks at Awgu.
- Construction of an administrative and library/hall block buildings for 305 Flying Training School of the Nigerian Air Force Base, Emene.
- Construction of two three-bedroom bungalows, perimetre fence and gatehouse for the Nigeria Police Force.
- Reconstruction of Akwata Police Post.

HOUSING

- The administration through the Enugu State Housing Development Corporation (ESHDC) developed 24 new housing estates in the state. With these new ones, the state had 43 housing estates by the end of the tenure of the administration in 2015.
- In most of the estates, the Sullivan administration provided sites and services like roads, drainages, streetlights, walkways, electricity, water etc. Some of the estates include Coal City Gardens, Liberty Estates (Phases 1 & 2), Greenland Estates, Maryland Estates, Palm Beach Estates, Sunrise Estates and the Centenary City, which was conceptualized to mark 100 years of the State and was developed by a private investor.
- Within these estates, the housing corporation constructed 59 kilometres of asphalted roads, 111 kilometres of drainages, installed 38 transformers, streetlights and water reticulation.

LAND ADMINISTRATION

- The administration initiated a comprehensive reform of land administration in the state by digitally archiving every single file.
- The administration repositioned Ministry of Lands for increased efficiency.
- The administration enhanced process of transfer of titles and mortgages.

- The administration carried out comprehensive enumeration of property in the state, which helped in assessment and collection of revenue.
- The administration built the Geographical Information Service (GIS) for the State.
- The administration acquired more lands contiguous to the city for the development of industrial parks and housing estates.
- The administration revalidated all land titles in the state.
- The administration eliminated forgery of land documentation through the efficient deployment of technology.
- The administration established Geodetic Controls in sufficient density in order to facilitate the production of cadastral plans for issuance of Certificate of Occupancy (C of O) as well as the demarcation of administrative boundaries. This project provided a foundation for the determination of the Enugu State Geoid.

HEALTH CARE DELIVERY

- To adequately tackle the health challenges in the state, the administration crafted a rolling plan called the 'Enugu State Strategic Health Development Plan'.
- The plan, which was upgraded every year, contained three policy thrusts: strengthening health care delivery in the state, strengthening the systems and institutionalizing human capacity building and development.
- Enugu State, under Sullivan, was one of the two states in Nigeria that implemented the district health system as adopted by the National Council on Health. The district health system divided the state into seven health districts.
- Massive modernization work was carried out in the seven district hospitals to make them more effective and efficient.
- Sullivan's administration deliberately designed health care service intervention that integrated maternal care and that of newborn and child. Under the administration, free medical services were extended to pregnant women up to childbirth and the newborn till five years old.
- The administration engaged 1,000 health workers - 70 medical doctors, 400 nurses, and 530 allied medical professionals.
- The administration built or renovated and equipped health centres across the state, such that every political ward had at least one functioning health centre.
- The administration revamped the State Drug Revolving Fund (DRF) with new focus

- The administration established the Enugu State Medical Emergency Response Service (ESMERT), equipped with 25 state-of-the-art Advanced Life Support ambulances.
- The administration embarked in massive infrastructural upgrade and provision of facilities at the Enugu State University Teaching Hospital (Park Lane Hospital, Enugu) that enabled the accreditation of the medical school after more than ten years of its existence.
- The administration enacted an enabling law establishing the two schools of health technology in Oji and Nsukka respectively.
- The administration upgraded the State Social Welfare Centre to a full-fledged psychiatric unit of the Enugu State Teaching Hospital.
- Through the ENSACA Law 2010, a legal framework for the Enugu State Agency for the Control of AIDS (ENSACA) was established. With increased number of HIV outreach programmes from six in 2011 to 115 in 2015, HIV rates for new infections reduced from four percent in 2011 to two percent in 2015.
- The administration established the Enugu State Primary Health Care Development Agency.
- The administration equipped the burns unit of the National Orthopedic Hospital, Enugu.
- The administration built and equipped a state-of-the-art diagnostic centre to be named after the first medical practitioner of Igbo extraction, Dr. Simon Ezevue Onwu, from Affa in Udi Local Government Area of the state. At the point of exit of the Sullivan administration, the centre was undergoing finishing touches, awaiting commissioning.
- The administration strengthened partnerships with development partners like World Health Organization, DfID and UNICEF.

EDUCATION

- The education policy of the Sullivan administration laid emphasis on improving access to education, provision of facilities, strengthening of structure and processes, revamping of quality control, and enhancing teachers' welfare.
- In 2008, Enugu State under the Sullivan administration was one of the six states in Nigeria to benefit from the Education Sector Support Programme (ESSPIN), an education reform partnership programme initiated by the United Kingdom's Department for International Development (DfID).

- ESSPIN's School Improvement Programme (SIP) affected 1,223 public primary schools and 30 mission schools in the state. A total of 488 new construction and renovation projects by ENSUBEB within two years of inauguration of the new board. All previous boards over a period of 12 years carried out less than 500 projects put together.
- The administration completed a biometric exercise for all staff in the school system. The exercise successfully identified ghost workers, fished out unqualified staff and those overdue for retirement.
- Timely payment of salaries of over 13,000 teachers in the Local Government Education Authority (LGEA) was achieved by the administration.
- The administration re-introduced promotion examinations in primary schools and restored the First School Leaving Certificate examination as the basic primary terminal examination.
- The administration cleared the arrears of counterpart funding to Enugu State Universal Basic Education Board (ENSUBEB).
- The administration recruited 3000 new teachers for primary and secondary schools. This was complemented by the volunteer teachers' scheme.
- The administration introduced free education in the primary schools.
- ENSUBEB created a Quality Assurance Department to strengthen supervision and quality control in schools thus checkmating truancy, delinquency and collection of illegal levies. It also trained 48 Quality Assurance Specialists (two per LGA), and ESSPIN funded the training of additional 12 quality assurance specialists.
- Over 10,000 teachers in all the 1,223 public primary schools received one year training. Over 6,360 head teachers and all available class teachers in Primary 1, 2 and 3 were trained on a termly basis in leadership, literacy and numeracy based on ESSPIN's School Improvement Programme (SIP).
- Over 5,816 people trained in 596 school communities successfully established functional School Based Management Committees (SBMC). Also, 800 science and mathematics teachers were trained.
- In collaboration with a non-governmental organization, (PACIEH), ENSUBEB successfully carried out a pilot programme of free school meals in two participating schools in Udi LGA.
- Enugu State under Sullivan was the first state to carry out a statewide school-based de-worming exercise for its public school pupils.

- ENSUBEB regularly distributed textbooks and other teaching materials to schools. It also distributed desks and teachers' tables to over 1200 schools.
- Procurement of 300 vehicles, which were distributed among public secondary schools and some mission schools was achieved by the administration.
- The administration re-introduced schools sports.
- The administration introduced new guidelines for the registration of private schools in the state.
- The administration returned mission-owned schools to the original proprietors.
- The administration increased subventions to state-owned tertiary institutions - Enugu State University of Technology (ESUT), Institute of Management and Technology (IMT), Enugu State Polytechnic, Iwollo and Schools of Midwifery at Awgu and Nsukka. This enabled the institutions to secure accreditation for many of their courses.

TRANSPORT

- The administration enacted a law banning the use of commercial motorcycles locally called *Okada* as commercial means of transportation.
- With the rehabilitation of city roads infrastructure, the Sullivan administration introduced a taxi scheme in the capital city. Under a Public Private Partnership (PPP). The state also acquired 720 saloon cars for the taxi scheme.
- The administration revamped the state-owned transport company called Enugu State Transport Company Limited (ENTRACO).
- The administration established the Coal City Transport Services as Enugu City Mass Transit Company with 50 air-conditioned buses.
- Enugu city mass transit company established efficient system of traffic control, which was aided by the introduction of traffic lights at major intersections.

WASTE MANAGEMENT

- The administration reorganized the Enugu State Waste Management Authority (ESWAMA) to sanitize and enforce cleanliness in the state.
- The administration procured 35 compactors, 3504 galvanized dumpsters, three big street sweepers, and three skippers to equip ESWAMA.
- Under Sullivan administration, the cost of waste collection and disposal was heavily subsidized.

- Stricter enforcement of sanitation regulations was ensured so much so that Enugu metropolis was declared as "the cleanest state capital in the nation".
- ESWAMA became a major revenue-generating outfit for the state.

LAW AND ORDER

- One of the first acts of the Sullivan administration was its resolve to remove all the factors that directly or indirectly encourage criminality.
- It undertook massive infrastructural upgrade; constructed, rehabilitated urban and rural roads and provided streetlights.
- The Sullivan administration built an unprecedented and strong partnership with the security agencies - the police, army, air force and Department of State Security - in securing the State.
- The administration procured many operational vehicles equipped with modern communication gadgets for the security agencies.
- Enugu State under Sullivan was the first state to make kidnapping a capital offence.
- With the support of Justice for All (J4A), an intervention programme run by DfID, the state established a Witness Support Unit, the first of such in the country. It also helped to increase the speed and quality of criminal trial through improved attendance of prosecution witnesses.
- In collaboration with DfID, the state established the Sexual Assault Referral Centre (SARC).
- The administration established Bail Information Centre, the first in the country. This centre manages a centralized database on the bail status of accused persons.
- The administration reformed the Neighbourhood Watch along the lines of accountability and discipline. At the end of the Sullivan administration, the number of Neighbourhood Watch groups increased from 500 to 1,000, and spread across the 472 communities in the state.
- The significant outcome of the many initiatives of Sullivan administration in the area of law and order was that the state was in 2013 adjudged "the state with the least crime rate in the country" by no less a person than Alhaji M. D. Abubakar, the then Inspector-General of Police.
- Also, Security Watch, a non-governmental organization, at her annual awards held in Dubai on November 14, 2014 picked Enugu State's Neighbourhood Watch as the "most

outstanding community policing in West Africa".

STRENGTHENING THE PUBLIC SERVICE

- The administration cleared salary and pension arrears owed to civil servants and subsequently arranged to pay civil servants on the 25th of every month throughout Sullivan's tenure.
- The administration recalled 5000 civil servants who were disengaged from service by the administration before his.
- The administration consistently approved promotion exercises such that no civil servant was owed promotion between 2007 and 2015.
- The Office of Head of Service conducted rigorous and continuous training exercises for civil servants.
- Provision of 524 housing units for different cadres of civil servants was also achieved during the administration.
- Enugu State under Sullivan was the first state in the country to pay the new minimum wage.
- The administration created enabling work environment for the civil servants through the construction of the new secretariat.
- The publication of a new civil service manual was also achieved by the administration.

PARTNERSHIP WITH THE JUDICIARY

- The Sullivan administration ensured the independence of the judiciary and supported it with infrastructural upgrade.
- Appointment of 25 new magistrates and building of magistrate courts in each of the 17 local government areas of the state was accomplished.
- The administration increased the number of customary courts in the state from below 60 to 150.
- The administration established the Customary Court of Appeal in the state and appointed the President and seven other judges.
- The administration built a befitting edifice for the Judicial Service Commission (JSC).
- The administration built a massive auditorium within the High Court premises.
- The administration provided each judicial officer in the state - judges and magistrates - with a brand new car every four years.

- The administration increased the salary of magistrates by over 100 percent.

IMPLEMENTATION OF GOVERNMENT POLICIES AND DIRECTIVES (COMPLIANCE)

A significant tool used in the Sullivan administration in ensuring good governance was the office of compliance. This unit was called Implementation of Government Policies and Directives (Compliance); it was embedded in the governor's office with direct reporting line to the governor. The governor ensured that the office was independent and not personally involved in the operations of any ministry, department or agency in the state which could expose it to corruption risk.

The Office of the Special Adviser on Security to the President of the Federal Republic of Nigeria in 2011, (Major General Azazi (Rtd)) organized a retreat on anti-corruption and anti-money laundering for all states of the federation and federal agencies. It was at this August event that Enugu State was recognized as the only state to ensure good governance through compliance to regulatory laws and policies, because it had put in place a Compliance Officer to check anti-corruption in its government.

CITIZENS' INCLUSION AND PARTICIPATION

- The Sullivan Chime administration recognized the importance of the people in a democracy and therefore it made conscious and deliberate effort to ensure the participation of the people in most of its programmes.
- Sullivan's leadership style de-mystified governance and opened access for citizens' participation.
- One of the most innovative and comprehensive inclusive effort of the administration was the Visit Every Community (VEC) initiative.
- The administration visited all the 472 communities in the state and interacted with all their major stakeholders with a view to ascertaining the peculiar and pressing development needs of each community. This initiative called Visit Every Community (VEC) provided the very critical data base and working document with which the government embarked on the successful journey of development in all sectors and sections of the state, based strictly on the development needs of the people as chosen by them.

- Through VEC, the state was able to standardize community administration. Traditional and chieftaincy institutions are now run according to the law; the relationship between the traditional rulers and town unions were streamlined through the enactment of the Town Union Law.
- The office of the traditional rulers was made more functional by the provision of brand new vehicles to all of them and enhancement of their stipends.
- The Sullivan administration insisted on running the local government by democratically elected councils as envisaged by the 1999 Constitution of Federal Republic of Nigeria. Enugu State was perhaps the only state that consistently conducted local government elections. Four of such elections were conducted in 2007, 2009, 2011 and 2013. The conduct of the elections was a way of ensuring citizens' inclusion in governance.
- The state established, by law the, Elders' Council, which provided a platform to interact with some of the elder statesmen in the state.

PARTNERSHIP FOR DEVELOPMENT

- The Sullivan administration took its relationship with development partners seriously. It set up a committee under the chairmanship of the Secretary to the State Government to coordinate all the donor support to the State.
- In a bid to enthrone international best practices in its governance processes, the Sullivan administration in 2008 signed a Memorandum of Understanding with UK's Department for International Development (DfID) outlining the principles for the partnership for development in the state.
- The MoU enabled DfID to implement its programmes in the state, some of which include the following:
  - State Partnership for Accountability, Responsiveness and Capability (SPARC). This supported governance reforms in the state in the area of policy and strategy, public financial management and public service management.
  - State Accountability and Voice Initiative (SAVI), which supported the state in sector policy advocacy, participatory budgeting, inclusive social accountability and legislative systems strengthening.
  - Justice for All (J4A) was targeted towards improved personal security and access to justice.

- Education Sector Support Programme in Nigeria (ESSPIN) supported and worked with Enugu State to transform the education sector and ensured that the system operated efficiently and effectively.
- Partnership for Transforming Health Systems (PATHS 2).

ENUGU CAPITAL TERRITORY DEVELOPMENT AUTHORITY (ECTDA):

- The administration established the Enugu Capital Territory Development Authority (ECTDA) to harmonize urban growth patterns within the three local government areas of Enugu East, Enugu North and Enugu South that make up the Enugu metropolis.
- ECTDA succeeded in bringing sanity to urban growth patterns particularly in Enugu City.
- ECTDA was so confident of the level of work it did that it entered Enugu City for the 100 Resilient Cities (100RC) challenge in New York.
- Today Enugu and Lagos are the only Nigerian cities that have 100RC status. On the whole, there are now eight African resilient cities - Accra, Addis Ababa, Cape Town, Dakar, Durban, Enugu, Lagos and Nairobi.

FISCAL MANAGEMENT

- The administration carried out a comprehensive automation (e-payment using PayDirect and Autoreg platforms) of revenue collection processes in the state.
- The administration constructed a new State Treasury House.
- The administration developed and domesticated a new budget classification codes and Chart of Accounts (COAs) in line with International Public Sector Accounting Standards (IPSAS).
- The administration developed and installed Government Integrated Financial and Management Information System (GIFMIS) software in the Office of the Accountant General for the production of IPSAS compliant budgets and accounts.
- Preparation, production and publication of the annual accounts of the state from 2007 to 2014 was accomplished.
- Payment of salaries on or before the 25th of every month was also achieved.
- The administration ensured prompt payment of subventions, pensions and overheads on a monthly basis.
- The administration ensured strict management of public debts and servicing of loans.

- Production of internal audit and internal control manuals began for the first time in the state during the administration.
- The administration organized rigorous trainings for accounting officers and audit staff of government Ministries, Departments and Agencies (MDAs).
- A repositioned Enugu State Board of Internal Revenue increased the state's monthly revenue earnings substantially by the time Sullivan left office.
- In a survey of 36 states, the National Bureau of Statistics in 2013 rated Enugu State as third in internally generated revenue.
- Enugu State also emerged fourth position in a survey done by BudgIT, an NGO on Nigerian states that were relying on their internally generated revenue to finance their recurrent expenditure.
- Enugu State also came fourth in the most sustainable states survey conducted by the same NGO among 36 states of the federation.

CULTURE AND TOURISM

- With largely improved security, the Sullivan administration created the Ministry of Culture and Tourism to be a major player in the administration's drive towards economic expansion.
- The administration developed and rehabilitated parks through Public Private Partnership.
- The administration revived the State Troupe and gave full time employment to the 25 members of the troupe.
- The administration resuscitated Nike Lake Hotel, Enugu and Ikenga Hotel, Nsukka.
- The administration organized annual festivals that attracted attendance from all over the world. Such festivals include Mmanwu (masquerade) festival and Road Block (musical concerts).
- These festivals created a boom for the hospitality industry.

INDUSTRIAL DEVELOPMENT AND POLO PARK MALL

- It has been said that Sullivan Chime administration's most enduring legacy is in the transformation of Enugu State from a sleepy-eyed civil service town to a thriving business hub.
- The Sullivan Chime administration enacted the Enugu State Privatization Law of 2008

and set up a Privatization Committee, which encouraged Public Private Partnership. The committee was also charged with the responsibility of resuscitating the moribund industries in the state.

- To ensure that big businesses were attracted and established in Enugu State, the government set up the Enugu State Free Trade Zone and, in collaboration with Federal Ministry of Aviation, secured international status for the Akanu Ibiam International Airport, Enugu.
- The administration began the construction of an International Market at 9th Mile, 7-Gates Gas Company, and the establishment of a 2000-hectare banana farm in collaboration San Carlos of Mexico.
- The administration established the Enugu State Industrial Park, Emene in partnership with Golmark, a Chinese conglomerate, owned by the Chinese Government.
- In partnership with a Vietnamese company, DDI, the moribund Sunrise Flour Mill was resuscitated.
- Polo Park Mall was another major development, which the Sullivan administration embarked upon under a PPP agreement with Parsianas Group. In 2013 when it was commissioned, the mall was the biggest in Nigeria.
- The Orba World Bank Market Authority was also renovated, fenced in with about 1,195 lock up and 673 open stalls, 16 slab abattoir, three warehouses and two commercial banks.
- Under Sullivan, the state also signed a number of Memoranda of Understanding (MoU) with reputable companies; among them are: Lafarge WAPCO, for the establishment of a cement plant at Amechi Idodo, Enugu East local government; RecaSarl of France for establishment of a solar power plant at Nachi; and Skipper Energy Group for manufacturing facility for Distribution Transformers and Polymeric insulators.
- The administration established Enugu Power and Energy Industrial Free Trade Zone (ENPOWER FTZ), and provided 403 hectares of land with area design around 9th Mile Corner and 45 hectares at the Akanu Ibiam International Airport hub, with operating license approved by the Federal Ministry of Trade.
- Repositioning of the Enugu SME Centre enabled it to access the ₦20 billion SME Fund established by the Central Bank of Nigeria for disbursement to small and medium scale businesses in Enugu State.

AGRICULTURAL DEVELOPMENT

- The administration crafted a new agricultural policy, which encouraged private sector participation.
- Private investors were brought in to open up a lot of plantations like cashew, pineapple, plantain, banana, maize, and rice. Poultry farms were also encouraged. With adequate security and support from government, private investors began to stream into the state.
- Some of the private investors like San Carlos, brought in through Public Private Partnership, were able to revolutionize pineapple plantation in the state. With a 40% equity holding by government and 60% by San Carlos, in less than one year, it planted 300 hectares and made its first pineapple export on December 18, 2014. There is huge demand for the Enugu pineapple abroad.
- World Bank study showed that the poultry industry in Enugu State adds more than ₦1.88 billion to government revenue annually. Today, there are two hatcheries in Enugu State, Sochi and the one at Ugwuomu. Their combined capacity is about 360,000 chicks every month.
- Enugu State now ranks fourth in poultry production in the country while about six local governments alone in the state can produce half of cashew needs of the country.

RURAL DEVELOPMENT

- The Sullivan administration created Ministry of Rural Development as an institutional framework to tackle rural development and poverty.
- The ministry undertook the ambitious and innovative Visit Every Community (VEC) in which government officials visited all the 472 communities in the state to ascertain their developmental needs.
- All the 472 town unions were registered and made to operate according to the law.
- The state government under Sullivan, improved the status of traditional institution with the procurement of 432 brand new cars for the traditional rulers, and upward review of their monthly stipend from ₦30,000 to ₦100,000.
- The administration completed and asphalted 1,159 km of urban and rural access roads with 167.47 km of drains.
- At the inception of Sullivan's government on May 29, 2007, only 237 communities were connected to the national grid. At the end of its eight-year tenure in May 2015, a total of 207 additional communities were connected to the national grid, leaving only 28

communities in the state yet to be connected to the national grid.

- Through the Conditional Cash Transfer initiative, the state was able to reach and affect 100 poorest communities with assistance.

LOCAL GOVERNMENT ADMINISTRATION

- Under the Sullivan administration, local government system enjoyed unprecedented autonomy as envisaged by the 1999 Constitution.
- It took the Sullivan administration three months after coming into office in 2007 to rouse the Enugu State Independent Electoral Commission (ENSIEC) into action.
- In a matter of months, between September and December of 2007, the first local government elections were held. And by January 4, 2008, the first set of democratically elected council members were inaugurated according to the law.
- Subsequently, local government elections were held in 2009, 2011 and 2013.
- For effective administration of the newly elected councils, the Enugu State Economic Planning Commission passed into law in 1993, one month before the exit of the Okwesileze Nwodo administration, was called up. The law was republished in 2004 in the laws of Enugu State.
- The Sullivan administration maximized the interface at the commission to get the council areas to impact on the lives of the rural dwellers.
- The LGAs and the State executed projects jointly. Road projects were executed at 70/30 percent ratio with the State bearing the 70% cost while the LGAs handled 30%. Electricity projects were shared 60/40 percent. The State took 60% while local governments handled 40% of the cost.
- In the end, a total of 1, 898 projects were implemented by the local government councils, which spanned across many sectors of the economy.

ENUGU STATE BROADCASTING SERVICE (ESBS)

When Governor Sullivan Chime took office in May 2007, the Enugu State Broadcasting Service (ESBS) was literally on life support. The station was gasping for life because there was a new private broadcast station with link or links to person or persons who had the final say on matters of state.

So deliberately the system then decided to gradually kill ESBS. The station's equipment was

obsolete and the staff's morale was on the lowest ebb. On assumption of office Governor Chime insisted that there must be reversal of fortunes for the broadcast station. According to Mr. Chuks Ugwoke, the then Commissioner for Information and Culture, "the Ministry invited bids for the total rehabilitation and re-equipping of the station - radio and television." The Enugu State Executive Council finally awarded a contract for the rehabilitation of ESBS. "Today as we speak we have an ESBS that is not only the rave of the moment but has very clear signals unlike before and wider coverage. You can get it in all the neighbouring states and even beyond. It has competent staff; all due to the restructuring exercise that we witnessed", Ugwoke said. The station has outside broadcast (OB) vans; one for the radio and another for the television fully equipped.

"We are talking about a station owned by Enugu State government that can compete favourable with any station in Nigeria. One striking thing also was that when we were in government we made sure that that station didn't just become the mouthpiece of government. We brought in a professional from outside and he had the mandate to run the place as a professional. Those who couldn't fit into what the new team wanted were not sacked rather they were redeployed to other agencies of government. Today it is the pride of the state. There was also a total overhaul of the programming. The governor approved a takeoff grant and continued to give them further grants. They had no restrictions. During the campaigns they ran adverts and granted interviews to the opposing political parties", Ugwoke said.

"By mobilizing a workforce that is competent, proactive and willing to perform and deliver, Governor Chime demonstrated his understanding of what leadership is. He disassociated himself from that myth of the 'complete leader', who is all-knowing, flawless, superior, a necessitated micro-manager and the lord of every course and action."

- Levi Uche Madueke

Appendix



In October 2014, some members of the State Executive Council (EXCO) resigned their appointments for the purposes of contesting the then impending 2015 general elections. Picture shows Sullivan with members of the EXCO shortly after a valedictory session.



Sullivan with members of the last set of State Executive Council

APPENDIX A

TEAM SULLIVAN (2007 – 2015)

FIRST TERM (2007 – 2011)

Governor:
His Excellency, Sullivan Iheanacho Chime
Deputy Governor:
His Excellency, Sunday Onyebuchi
Justice & Attorney-General:
Mr. Nduka Ikeyi
Environment:
Mr. Chijioke Agu
Information, Culture & Tourism:
Mr. Chuks Ugwoke
Local Government:
Prof. Frank Asogwa
Science & Technology:
Mr. Chuka Anyogu
Agriculture:
Prof. Hilary Edoga/Dr. Eric Oluedo
Education:
Mrs. Ndidi Chukwu/Dr. Festus Uzor
Finance:
Prof. Willy Ugwuanyi/Mr. Nwachukwu Chukwuani/Mrs. Vivienne Eze

Health:
Dr. Martin Chukwunweike/Dr. Uche Uzochukwu/Dr. (Mrs.) Fidelia Akpa
Commerce & Industry:
Chief J.C. Udeh/Mr. Nwachukwu Chukwuani/Mr. Clement Okwor
Lands:
Dr. Festus Uzor/Mr. Albert Edeoga
Works & Transport:
Engr. Luke Mmamel/Engr. Godwin Madueke
(*Note: Transport was later carved out and Engr. Mmamel became its first Commissioner*)
Youth & Sports:
Mr. Okezie Nwanjoku/Mr. Mathew Idu
Gender Affairs & Social Development:
Mrs. Vivienne Eze/Mrs. Ndidi Chukwu
Chieftaincy Matters:
Mr. Godwin Ogbo/Chief J.C. Udeh
Rural Development:
Engr. Bethel Onyeyiri/Mr. Emeka Ani/Mr. Casmir Ugwu
Human Development & Poverty Reduction:
Mr. Mathew Idu/Mr. Godwin Ogbo/Mr. Dennis Agbo
Special Duties (Budget And Planning):
Mr. Nwachukwu Chukwuani/Dr. Willy Ugwuanyi
Special Duties (Inter-Ministerial):
Mr. Clement Okwor/Mr. Okezie Nwanjoku
Special Duties (Special Projects):
Dr. Eric Oluedo/Mr. Casmir Ugwu/Engr. Luke Mmamel.
Secretary to The State Government:
Mr. Martin Ilo
Head of Service:
Mr. Albert Edoga/Mr. Chris Ugwu/Mr. Sylvanus Onoyima
Chief of Staff:
Mrs. Ifeoma Nwobodo

Special Advisers

Media:
Mr. Vin-Martin Ilo
Urban Renewal:
Mr. Joseph Ajadike

Project Development & Implementation (PDI):
Mr. Matthew Asogwa
Social Mobilization:
Mrs. Kate Nnamani
Budget Monitoring and Due Process:
Mr. Marcus Agu
Political Matters:
Mr. Afam Nnaji
Special Projects & Diaspora Matters:
Dr. Jude Akubuilo
Millennium Development Goals (MDG):
Mr. Chinedu Onu
Investment and Financial Matters:
Mr. Martin Oloto
Publicity:
Mr. Anene Ani
Inter-Governmental Matters:
Mr. Dennis Agbo
Community And Environmental Health:
Dr. Godwin Abonyi
Enugu Capital Development Matters:
Mr. John Egbo
Agriculture And Natural Resources:
Mr. Victor Agbo
Investment Matters:
Mr. Norbert Agbo
Transport:
Mr. Emeka Mamah

SECOND TERM (2011 – 2015)

Governor:
His Excellency, Sullivan Iheanacho Chime
Deputy Governor:
Their Excellencies, Mr. Sunday Onyebuchi/Rev. Raphael Nwoye

Attorney-General and Commissioner For Justice
Mr. Anthony Ani (SAN)

Budget & Planning:
Dr. Kester Agbowo
Chieftaincy:
Mr. Emeka Abugu
Commerce And Industry:
Dr. Jude Akubuilo
Culture & Tourism:
Mr. Joseph Mmamel
Finance:
Mr. Godson Nnadi
Gender Affairs:
Mrs. Ndidi Chukwu
Housing:
Arc. Victor Okolo
Human Development & Poverty Reduction:
Mr. Godwin Ogenyi
Information:
Mr. Chuks Ugwoke
Labour:
Mrs. Vivienne Eze
Local Government:
Mr. Okey Ani
Rural Development:
Dr. Eric Oluedo
Science and Technology:
Mrs. Patricia Alum
Works & Infrastructure:
Engr. Godwin Madueke
Youth And Sports:
Mr. Chijioke Agu
Agriculture:
Prof. Martin Anikwe/Engr. Michael Ene
Education:
Dr. Simon Ortuanya/Prof. Chris Okoro
Enugu Capital Territory:
Engr. Ikechukwu Ugwuegede/Mr. Emmanuel Omeje

Environment:
Mr. John Egbo/Dr. Nnaemeka Chukwuone

Health:
Dr. (Mrs.) Fidelia Akpa/Dr. George Eze
Lands:
Dr. Chukwuemeka Ujam/Dr. Godwin Udibe
Special Duties (Governor's Office):
Ms. Rita Mba
Special Duties (Inter-Ministerial):
Mr. Chukwuka Utazi/Engr. Dan Anike
Transport:
Engr. Dan Anike/Mr. Chukwuka Utazi/Dr. Bartholomew Ezeugwu
Water Resources:
Engr. Charles Kanayo Ajah/Dr. Michael Nwachukwu
Secretary to the State Government:
Mr. Amaechi Okolo
Head Of Service:
Mr. Dennis Eze/Mr. Chidi Ezema
Chief of Staff:
Mrs. Ifeoma Nwobodo/Mr. Nnanna Victor Atuonwu

Special Advisers

Rural Development and Community Relations:
Engr. Donatus Ude
Health:
Dr. Mrs. Edith Okolo
Millennium Development Goals:
Mr. Okezie Nwanjoku
Diaspora Matters and Special Projects:
Prof. Ike Mba
Education:
Mr. Marcus Agu
Economic Adviser On Special Projects:
Mr. Ogbogu Asogwa
ICT:
Mr. Okechukwu Igbonekwu
Security:
Mr. Richard Chime

Inter-Governmental Matters:
Ms. Rita Mba
(*Note: She held this office until she was promoted to a full cabinet seat as Commissioner for Special Duties*)
Servicom:
Mr. Sylvanus Onoyima
PDI:
Engr. Uchenna Nwobodo
Agriculture:
Mr. Victor Agbo
Small & Medium Enterprises (SME):
Mr. Anayo Agu
Due Process And Budget Monitoring:
Mr. Wilson Njoku
(*He held this position as a Permanent Secretary*)
Special Assistant On Compliance:
Mrs. Uche Nwonye

APPENDIX B

TABLES SHOWING SOME OF THE ROADS CONSTRUCTED/RECONSTRUCTED BETWEEN 2007 - 2015

I. BY THE STATE GOVERNMENT

S/N	Location	Name of Roads	Length (km)	Remarks
1.	Dual carriage ways in Enugu Metropolis	Zik Avenue	5.0	Dualisation
		Agbani Road	16.58	Dualisation
		Independence Avenue	9.0	
		Okpara Square	2.6	
		Presidential Road- Agric Bank-Enugu-PH Expressway	10.8	
		Independence Avenue-Ezillo Street-Nza Slip Roads	1.25	
		Court Road	2.4	
		Achi Street	3.2	
		NTA-Achi Street-Vosan Drive-Umu Okoloagu-Ozubulu-FSP Road	6.2	
		Ozubulu Street	4.0	
		Fire Service	0.4	
		Ogui Road	6.9	
		Chime Avenue	5.6	
		Onitsha Road – Man Petrol – New Market Roundabout	1.2	
		Garden Avenue	2.8	

		Okpara Avenue	2.8	
		Savage Crescent	0.24	
		82 Division	2.4	
		Airport Road	4.2	
		Abakaliki Road	15.2	
		New Market Roundabout-Aguabor Interchange	3.5	
2.	Coal Camp	Mgbemena Street	1.33	
		Mbanugo Street	1.33	
		Asata Mine	0.80	
		Abagana Street	0.35	
		Brodrick Street	0.40	
		Chukwuani Street	0.20	
		Calabar Street	0.38	
		Owa Street	0.31	
		Eke Street	0.24	
		Ogbete Street	0.34	
		Okpatu Street	0.55	
		Arochukwu Street	0.35	
		Ejindu Street	0.35	
		Kano Street	0.40	
3.	Uwani	Chief Ekwueme Street	0.29	
		Hassan Lane	0.13	
		Cameroun Lane	0.13	
		Ojike Lane	0.13	
		Agunwa Lane	0.13	
		Oghe Lane	0.13	
		Bende Lane	0.13	
		Onubuogu Lane	0.13	
		Fox Lane	0.13	
		Kam Salem Avenue	023	
		Agbaja Street	0.28	
		Accra Street	023	
		Nwakobi Street		

		Umuabi Street	0.42	
		Zik Ave.-Chief Ekwueme Link Road	0.14	
		Affa street	0.30	
		Ibiam Street	0.60	
		Uzowulu Avenue	0.59	
		Anyaegbunam Street	0.20	
		Obe-Akwaeze Street	0.56	
		Obioma Street	0.98	
		Aro Street	0.98	
		Onwudiwe Street	0.51	
		Amokwe Street	0.65	
		Mbadiwe Street	0.20	
		Robinson Street	0.80	
		Oji Street	0.57	
		Ozoanichebe Street	0.45	
		Nnaji-Ngwo-Eze Street	1.36	
		Boardman Street	0.56	
		Amawbia Street	0.85	
		Ajalli Street	0.20	
		Bede Wright Street	0.50	
		Nnobi Street	0.23	
		Edozie-Kenyatta Street	1.90	
		Nise-Robinson-Isuochi	1.59	
		Bishop Anyogu Street	0.80	
		Robinson-Eze-Boardman Link	0.80	
		Nwoga Street	0.19	
		Adazi Street	0.20	
		FGN Okoye Street	0.12	
		Grant Street	0.12	
		Adelabu Street	1.01	
		Awolowo Street	0.24	
		Peter Okoye Street	0.60	
4.	Achara Layout	Ochi Street	0.47	
		Umunogo Street	0.38	

		Ufuma Street	1.08	
		Inyi Street	0.47	
		Amagu Street	0.30	
		Amechi Street	0.72	
		Awkunanaw-Etudo-Igbariam	1.37	
		Umunwakum Street	0.30	
		Jonah Agbo Street	0.64	
		Chiene-Nwosu-Nnamani Streets	0.70	
		Egbonnaji, Adibe & Amafor Streets	1.1	
		Isiagu, Aro & Obioma Streets	1.3	
		Ama Street	0.48	
		Obianodo Street	0.70	
		Abalukwu Street	0.50	
		Enugu Agidi	0.60	
		Ochumba Street/Close	1.5	
		Attakwu/Nnegene Streets	0.95	
		Chiene Close/Patez Street	0.40	
		Umualor Street	0.70	
		Ekwulobia/Enugu Abor Street	0.6	
		Akpo Street	0.98	
		Ugwuaji Street	0.22	
5.	Independence Layout	Alvan Ikoku Street	0.94	
		Presidential Close	0.11	
		First Avenue	0.54	
		Second Avenue	0.49	
		1st & 2nd Ave. Link	0.34	
		Ishielu Street	0.93	
		Nza Street	2.12	
		Iyienu Street	0.40	
		Umuawulu Street	0.53	
		Egbunike Crescent	0.47	
		Azu Ogbunike Crescent	0.29	

		Ezillo Street	1.83	
		Govt. House Road	0.99	
		Nkpokiti Road	1.40	
		Owerri Ezukala Street	0.25	
		Govt. House internal roads	0.89	
		End of Rangers Avenue	0.43	
		Ochima Street	0.50	
		Nawfija Street	0.29	
		Nkpokiti	4.26	
		Legalistive Quarters	0.95	
		Isseke Crescent	0.62	
		Nwafor Orizu Street	0.29	
		Nwafor Orizu Close	0.32	
		Dan Ulasi Street	0.10	
		Isseke Close	0.95	
		Nwoga Street	0.53	
		Igboeze Street	0.62	
6.	Emene & Thinkers Corner Layout	Caritas University Road	3.32	
		Eke-Obinagu-Ekulu Bridge	2.65	
		Ekulu Bridge to Airport Junction	2.45	
		Iji Street	0.67	
		Jideofor Street	0.80	
		Ekpeluchi Avenue	0.90	
		Alor Street	0.92	
		Rehabilitation Centre Road	0.91	
		Owa Street	1.31	
		Old Emene Airport Road	0.42	
		Onyiuke Street	0.65	
		Chief Agana Street	0.52	
		Church Street	0.34	
7.	Abakpa	Estate Road	0.58	
		Imo River Street	0.30	

		Timber Shed Road	0.40	
		Church Street	0.59	
		Ikem Street	0.31	
		Nkpor Street	0.19	
		Estate Road 2	0.25	
		CBN Road	1.20	
		Isseke Street	0.32	
		Oruku Street	0.30	
		Convent Avenue	0.22	
		Amesi Street	0.32	
		Akpu Street	0.95	
		Abia Street	0.30	
		Chief Edward Nnaji Street	0.30	
		Ichida Street	0.75	
		Umudioka Street	0.56	
		Agulu Street	0.70	
		Nike Lake Road	0.40	
8.	Trans-Ekulu	Corporation Boulevard	0.72	
		Nome Drive	0.45	
		Emeka Abulu Street	0.99	
		Zion Street	0.74	
		Emyson Avenue	0.35	
		Sani Abacha Street	1.30	
		Roads 5 & 6	0.78	
		Road 12	0.29	
		Nike Lake Avenue	0.21	
		Estate Avenue	0.21	
		Ezike Road	0.94	
		Notivate Street	0.38	
		Ezechime Street	0.37	
		Ugbo Odogwu Street	0.96	
		Obeledu Crescent	0.60	
		Oguejiofor Street	1.41	
		CBN Street	1.20	

		Mission Avenue	0.20	
		All Saints to Dhamijah Junction	0.28	
		All Saints – Park Avenue		
		Amuri Road	0.74	
		MacDaniel Chukwuani Street	1.25	
		Emyson Avenue	0.35	
		Uzuakpunwa Street	0.70	
9.	Awkunanaw	Meniru Street	1.18	
		Ebony Paint Road	1.28	
		One Day Road	1.56	
		Oliver Agbo Street	0.66	
		Odudukoko Street	0.70	
		Notre Dame Street	0.45	
		Achina Street	0.38	
		Idodo Street	0.50	
		Umunya Street	0.40	
		Umuezeohachi Street	0.35	
		Ozalla/Achina Link	0.50	
		Ezinifite Street	0.30	
		John Igwesi Street	0.45	
		Mount Street	1.53	
		St. Andrew Street	0.28	
10.	Asata/Ogui	Nzekwe Street Extension	0.67	
		Owerri/Denton Roads	1.4	
		Nwafor Orizu-Lagos-Obosi Streets	1.76	
		100 Foot-Aniwede Street	0.50	
		Chief Alum-Umunevo-Dasben Streets	1.10	
		Obiagu-Okwuosa-Ogui Link Road	0.91	
		Church Road, Richard & Obosi Streets	2.40	
		Onitsha Street	0.28	
		Ebe Lane	0.30	
		Udoji Street	0.65	

		Onyiuke Street	0.90	
		Ani Street	0.35	
		Milton Margi Street	0.18	
		College Road	0.50	
		Dewhurst Street	0.14	
		Ogidi Street	0.70	
		Churchill Street	0.10	
		Oba Street	0.29	
		Moore Avenue	0.30	
		Carr Street/Udi Road Extension	0.40	
11.	G.R.A.	Colliery Avenue	1.56	
		Ekulu West - Umuomanta Street	0.80	
		River Lane, Luggard & Charles Streets	3.34	
		Works Road – Park Avenue	3.06	
		Nwodo Street	0.87	
		Kingsway – New Market Road	1.58	
		Onitsha Road	0.30	
		Savage Crescent – Bent Lane	0.8	
		Church Road	0.66	
		Nike Avenue	0.91	
		Ikenga Hotel Road	0.58	
		Bishop Onyeabor Street	0.88	
		Akpabio Street	0.55	
		Umuona Street	0.35	
		Imoke Street	0.86	
		Nike Avenue	0.91	
		Ubakuru Street	0.32	
		Ikenna Okwesili Street	0.15	
		Somto Close	0.12	
		Bank Road – Ridgeway Road	0.53	
12.	New Haven	Chime Avenue/Assemblies link Road	0.47	
		Chime Avenue/ Mr. Biggs link Road	0.42	

		Marcus Garvey Street	0.50	
		Bassey Duke Street	0.38	
		Chime Avenue/Block Bus Stop Link Road	0.48	
		Ezeani Street	0.40	
		Lumumba Street	0.52	
		Mbanefo Street	0.17	
		Nanka Street	0.50	
		Monrovia Street	0.26	
		Nzimiro Street	0.38	
		Udenweze Street	0.40	
		Edenwu Street	0.13	
		Uduma Street	0.66	
		Umuezebi Street	0.71	
		Amawbia Street	0.43	
		Ituku/Ebenator Street	0.72	
		Psychiatric Hospital	0.30	
		Byron Onyeama Close	0.22	
		Chime Avenue/ First Bank Link Road	0.16	
		1st & 5th Avenue	1.01	
		New Haven Market Road	0.60	
13.	Nsukka Urban	New Anglican Road	2.1	
		Ofuluonu Road	1.7	
		Aludele Road	2.0	
		Echara Road & Pit Road	2.02	
		Edem Road	1.75	
		Nsukka – Orba Road	7.25	
		Aku Road to Nguru	3.1	
		Ogurugu-Ikenga	2.2	
		Orba Road	3.03	
		University Catering Rest House Road	1.66	
		Enugu Road	2.95	

		Edeoballa Road	2.0	
		Winners Road	0.57	
14.	Designated Areas	IMT internal roads	0.56	
		Internal Roads (Dualised) within the Nsukka Campus of the University of Nigeria	6.4	
		Roads in Mechanic Village at Umuatugbuoma Akegbe-Ugwu	3.47	
		9th Mile internal roads	3.88	
		Parking lots at Akanu Ibiam International Airport	0.15	
		ESUT access road	0.41	
		Abakpa Nike underpass	0.90	
		New Park at Ogige Market, Nsukka	1.78	
		Deputy Governor's Lodge internal roads	0.20	
		College of Education internal roads	1.55	
		FRSC Academy, Udi internal roads	2.039	
		Access road to Sunrise Floor Mill	0.41	
		Liberty Estate internal roads	1.65	
		RCC Estate access road	0.50	
		CBN Estate internal roads	1.38	
15.	Rural Roads	Amechi-Obeagu-Amodu-Umueze	11.45	
		Nkwo-Nike-Ugwogo-Ekwegbe-Agu-Opi-Opi Junction	37.73	
		Nara-Isiogbo Road	8	
		Udi Bypass	1.80	
		Udi-Ozalla Road	10.25	
		Eziabalu-Agbudu-Afia Mmanya Road	5.03	
		Nguru-Edeoballa-Ehalumona Road	7	
		St. Mary's Church Road, Udi	1.5	
		Inyi-Akpugoeze-Anambra border	0.6	

		Umuaga Road	5	
		Umuabi Road	5	
		Nkwo Inyi – Ajirija Road	4.2	
		Orba Road	3.0	
		Total	**470.959**	

II. BY THE STATE AND THE LOCAL GOVERNMENTS

S/N	Name of Roads	Length (km)
1.	Nsukka-Ibagwa-Ogurute-Aji-Ette Road	30.7
2.	Eke-Ebe-Egede-Affa-Akpakwume-Nze-Aku-Nkpologu Road	52
3.	Akpasha-Ozalla-Agbogugu-Ihe-Owelli-Ogugu-Nenwe-Mgbowo-Awgu-Ugwueme Road	58.4
4.	9th Mile-Oghe-Iwollo-Olo-Amagu-Umulokpa Road	37
5.	Amaetiti Achi-Inyi-Awlaw Road	25
6.	Nkwo Nike-Ugwuogo-Neke-Ikem Road	42
7.	9th Mile-Udi-Nachi-Ugwuoba Border Road	44
8.	Ogurute-Ugbaike-Obollo Afor Road	10.3
	Total	**299.4**

III. BY THE LOCAL GOVERNMENTS

S/N	L.G.A.	Descriptions of Roads and Locations	Length (km)	Remarks
1.	Aninri	LG Headquarter's Internal Road, Obeagu Mpu Road, Umuemo-Obeagu-Ezieche Road	7	With drains and drainages
2.	Awgu	Ohumagu-Agbogugu Amuri Road, Secretariat Road at Headquarters, Eziama-Mgbidi-Ezere Road	10.2	With double side drains

3.	Enugu East	1. Ugwunwani/Ikegbuna Corner Road at Ugbene, Abakpa Nike 2. Alulu/Nokpa Mbuluowehe Link Road 3. Chief Stephen Street at Umuenwene Iji Nike (Nike -Uno zone) 4. Eke Obinagu, Nchatancha Street, Bernard Seminary School Road at Mbulujodo, Emene Nike 5. Igwe Nnaji Palace Road/Nike Town Hall/Enugu East Dev. Centre/Last Bus Stop Road 6. Local Govt./Amowelle/Amokpo/Ibagwa Nike Road 7. Orie Ugwogo Market/Umunameze/Obinagu Road 8. Nike Lake Road to LG HQ 9. Nkwo Amoji-Monastery Umuchigbo-Akama Road 10. Umuchigbo/Ugwueke/Lake Road 11. Community Primary School, Amoji-Annunciation Secondary School Road 12. Edem-Ibagwa-Ugwogo Express Road	28.306	With double side drainages
4.	Enugu North	1. Ologo Ring Road at Ologo Area, Coal Camp 2. Presidential Road and Ukwa Street through Ihewuzi Ogui Link Road 3. Ukwa Street Road at Independence Layout 4. Winners Road at Ogui/Independence Layout 5. Red Cross – Station Road 6. Garden Avenue - Abakaliki Road Link Road	9.29	With side drainages

		7. Artisan Market Road 8. Idume Layout Road 11 9. Afia 9 network of roads 10. Idume Layout Road, Hilltop 11. UNTH-Ngenevu Link Road		
5.	Enugu South	1. St. Matthew Anglican Church – Ishide - Ogbochi Road, Amagugwu 2. Ishiagu-Ndiugbo-Umuogo Road 3. Ndiuno-Umunshiachi Road 4. Holy Trinity Catholic Church – Onu Nyama Road at Umuonu, Amechi 5. Confidence Hotel-Ndiugbo-Umunnaji Ngene Hall-Eke Otu Road at Amechi Uwani 6. Mission Obeagu Road 7. Flyover Road Ugwuaji - Obeagu Ugwuaji 8. Udeji-Amagugwu Road 9. Gariki-Akwuke Road 10. Ugwuaji Road 11. Mission-Obeagu-Uzamagu 12. Eke Otu, Amechi - Ayo Road 13. Akpasha Junction-Obeagu Uno Road	27.8	With side drainages
6.	Ezeagu	1. Onuagu-Obuagu-Obodo Ofu-Iwollo-St. Theresa's Road 2. Iyiukwu Oyofo-Neke-Afor Oghe Road 3. Ezema Olo Road 4. Obodo Oyofo-Onuagu Road 5. Express-Amudu-Ishiagu 6. Akama Oghe-Local Govt. HQs Road	24	With side drains and drainages
7.	Igbo Etiti	1. Nkporogwu Borehole Road 2. Ikpogwu Ukehe-Idoha-Ochima-Ikolo-Aku-Mkpologwu	16.9	With drainages
8.	Igbo Eze North	1. Amufie-Uroshi-Igbele Amachara 2. Ogrute-Umuida Road	12	With side drains

9.	Igbo-Eze South	1. Ovoko-Iheakpu-Awka Ibagwa Road 2. Alor-Agu – Unadu – Itchi – Ibagwa Road 3. Iheaka – Ovoko – Itchi Road 4. Ibagwa-Ichi Road 5. Express-Orie Igbo Eze – Ekoyi – Iheaka Road 6. MCC – Nkwo Ibagwa – LG Secretariat Road 7. Ovoko – Orba Junction – Eke Ovoko Road	30	With drainages
10.	Isi-Uzo	1. Akpani Neke/Uno Neke Road 2. Umuhu/Mgbuji Road 3. LGA HQs Umuaram Ikem	7.4	With drainages
11.	Nkanu East	Amechi Idodo-Owo-Ubahu Road	7	
12.	Nkanu West	1. Awkunanaw – Amagu – Attakwu – Umuatugbuoma, Elf – Ekeagba Road 2. Akpugo – Achi – Ugbo – Amuzu – Nkwo Akpugo Road 3. Akpugo Oriemba – Eziobodoeji, Agbede - Ogonogoeji Ndiuno - Ogonogoeji Ndiagu Road 4. Akpasha-Obuoffia-Amodu Road	20.8	With side drains
13.	Nsukka	Barracks to Mechanic Village Road	1.7	With drainages
14.	Oji-River	Achi Girls – Ujiri - Enugu Agu Road	3	With drainage
15.	Udenu	Obollo Afor – Enugu Ezike Road	1	With drainage
16.	Udi	1. Amokwe Ring Road 2. Eke –Ebe Road	21.2	
17.	Uzo-Uwani	1. Akiyi – Eziora Umulokpa Road 2. LG Secretariat Internal Roads	5	With side drains
		Total	**232.596**	

APPENDIX C



SECTION 1. CELEBRATE

WELCOME LETTER

December 2014

Welcome, Enugu.

Congratulations. We are honored to invite you to join the **100 Resilient Cities Network.** You are now an integral member of the leading community of pioneers, innovators, and highly esteemed cities ready to build urban resilience across the globe.

The selection process was highly competitive, and the fact that you have been chosen shows that you understand and are ready to work to face the challenges ahead. As you are aware, the number of people living in cities is projected to rise from 50% today to an estimated 70% by 2050. At the same time, natural and man-made threats to these cities are becoming more frequent and more intense. So how will we confront these changes? That answer is the reason 100 Resilient Cities was created: we will do it together, collaborating between the city and 100RC; among a wide range of city stakeholders; and across the cities in our network. And we will do it through access to tried and true solutions from the private, NGO, and academic sectors.

Through this approach, your city will have the resources and structure needed to take full advantage of resilience building opportunities. Your city will also receive the collateral benefits of building resilience in a smart way – a "resilience dividend" that will be reflected in your economy, in the opportunities available to your citizens, and in your budget.

In the twelve months since the program began, our members have already begun to share resilience successes within 32 inaugural cities. They began this journey with exceptional support from our team, their local government, stakeholders, and one another, and have made huge strides in their efforts. We have seen more than two-dozen Chief Resilience Officers identified or announced, over a dozen strategy processes launched, and scores of examples of our inaugural cities learning from one another. We have seen cities reorganize

themselves around resilience, and begin to realize the benefits from doing so. From Bangkok to Berkeley, the first members of the 100 Resilient Cities Network have found tremendous resources to support their vision of urban resilience.

Now it is your turn. You are ready to rise to the challenge of building resilience, and we are ready to apply our learning and vast support network to help you achieve that goal. The next year will be full of exciting changes—some straightforward, some more complex—as we begin this journey together. To give you a brief rundown of what to expect, we generally begin our engagement with new member cities at an Agenda Setting Workshop. These are high-profile, thought-provoking events involving a diverse group of stakeholders and city leaders, catalyzing the community around the effort, and exposing a broad set of resilience issues. Thereafter, working closely with 100RC and with the knowledge and perspective they have gained from their workshop, member cities will begin the process of hiring a CRO.

Once a CRO is in place, the city begins a six to nine month resilience strategy creation process. Working with a broad set of stakeholders, and with an expert technical assistance provider supplied by 100RC, the city will examine the challenges it faces and its capacity to address those challenges. It will then develop a list of priorities and initiatives to address existing gaps.

After the strategy is complete, we can begin the most exciting and transformational part of our relationship: executing on your city's shared priorities and ambitions. It will be a challenging and exciting process, and one that we know will yield great benefits for your city and its citizens.

We look forward to what's to come.



Michael Berkowitz
President
100 Resilient Cities



Bryna Lipper
Vice President, Relationships
100 Resilient Cities

Appendix D

PRAYER FOR GOOD GOVERNANCE IN ENUGU STATE

God our Father, all authority comes from you and you give leaders wisdom with which to govern your people. You also strengthen them with your power and courage. In the course of history, you sent your people leaders who, in your Son, freed them from oppression and brought them your love and freedom.

Lord Jesus Christ, you gave us an example of service in leadership. You teach leaders to be guided by the joys and sorrows of their people. ***We thank you for the good leadership which we have in the state now. May the new lease of life enjoyed in our state not be marred by individuals seeking their selfish ends.*** Assist with your Spirit of counsel and fortitude, the governor and the ministers of this state. May their administration be conducted in righteousness to encourage due respect for virtue and religion. May they execute the laws of the land with justice and mercy and seek to minimize crime, vice and immorality. Holy Spirit enlighten the government of this state.

Enlighten the members of the legislature, judges, commissioners and all other elected and appointed civil officials, who are entrusted to guide our political welfare. Enable them by your powerful protection to discharge their duties with honesty, justice and love. May they govern with the true spirit of service, sacrifice and love; and so, instill in our state the culture of respect for life, justice, peace, service, and love. We make our prayer through Christ our Lord. Amen.

Prayer composed in 2008, for the sustenance of the good governance instituted by the Chime administration by the then Catholic Bishop of Enugu Diocese,
+ Anthony Okonkwo Gbuji

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George Santayana, the 19th century Spanish philosopher, said those who fail to learn from history are doomed to repeat it. But "doomed" does not always have to be the case. This historical compendium on Mr. Sullivan Chime's stewardship as governor of Enugu State is so well done that those who learn from it are "doomed" to not only repeat it but also get inspired to higher heights.

Simon Kolawole, Founder & CEO, TheCable and THISDAY Columnist

Enugu State has risen to prominence because of Sullivan Chime's exceptional vision and boundless energy, and his commitment to uplift the welfare, wellbeing, and security of the people. In a society in which many politicians are preoccupied with the privileges and pleasures of their high office rather than the pursuit of the interests of less-privileged people, it is rare to find a state governor with these remarkable attributes as you would find in Governor Chime. This scholarly book chronicles systematically the achievements of Chime during the eight years he served as governor. In this book, there is something for everyone. I strongly recommend it.

Levi Obijiofor, Ph.D, Senior Lecturer in Journalism, Deputy Director, Higher Degrees by Research Program, School of Communication & Arts, The University of Queensland, Brisbane, Australia.

For the first time in our era, a leader of government in Enugu (Coal City), Nigeria has written about his executive experiences. Here is an autobiographical account of the two-term tenure of Governor Sullivan Chime (2007-2015). Did he meet those expectations? Read the book, and judge for yourself. He delivers detailed documentations that require reading and rare must-see panoramic photographs to dispel assumed anecdotes. Beyond bureaucracy, partisan politics, and socio-economic structures, Chime caps commendably a century of Coal City. The book is for keeps; it is so consequential and historic that everyone must pass on an original copy to the next generation.

M. O. Ene, Ph.D, New Jersey, USA

Enugu State regained its lustre and shine: swanking new roads, great infrastructural improvements, safety and security, great strides in education and research, trade and commerce, agriculture and rural development. The Sullivan years have set such high standards in governance in Nigeria that it should be a template for others to emulate... I therefore commend this book to all and in particular, to those who are students of Nigerian governance and history.

Chike Nweke, Publisher/CEO Life & Times Media Group, Hollywood, California. USA.