

# Management Meets Royalty: A Discourse on the Contribution of Educated Nigerian Traditional Rulers to Management Development in Nigeria

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## ABSTRACT

*Traditional rulers (TR), as the name implies, are the native leaders of traditional societies such as hamlets, villages, towns and even nations. Before the advent of modern civilization, these leaders held absolute authority which often encompassed political, spiritual and military powers. Some of the ancient societies of absolutism include the Roman Empire, the Oyo Empire, Ottoman Empire (Turkish Empire), Sokoto Caliphate etc. In modern times, many of the societies have lost their absolute powers while a relative few are still in control of such. In particular, prior to Nigeria's independence on 1<sup>st</sup> October, 1960, (formally) educated TR could mainly be considered as rulers who had the benefit of education up to at least the primary school level. It need be noted that at the time of Nigeria's political independence, there was only one university in the country - the University of Ibadan. In this paper, the author discussed the role of educated Nigerian traditional rulers in the development of management, leadership and governance in Nigeria. These rulers are surveyed based on their geographical locations, classified as Northern Nigeria, Eastern Nigeria and Western Nigeria. The paper is part of a series of papers which systematically examine the role, significance and relevance of university education to managerial and overall developmental process in Nigeria. The series bring to the fore the importance of history and the appreciation of the educational heritage of Nigeria towards a more utilitarian societal output. The paper indirectly carries out a surgical inquiry into the why and how of underdevelopment of the nation called Nigeria. The ultimate goal is to study the strengths and weaknesses of the developmental evolution process in the country. This invariably assists in finding solutions to some of the teething challenges which beset the overall development of the country, a country which is blessed with enormous human and material resources. Earlier studies by same author relate to the contribution of graduates of universities to education, social justice and theology. With respect to the present paper, an educated TR is regarded as one who graduated from at least a primary school or is a product of certified professional training institutions and military academies.*

**Keywords:** *Educated Nigerian, Traditional Rulers, Management Development, University, Governance*

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## 1. INTRODUCTION

Traditional rulership is a historical leadership or management institution dating back to the early centuries of human existence. The institution arose out of the need for the governance of humans by humans towards a safe, orderly and prosperous society (e.g. see Johnson, 1921). Traces of this rulership still exist today all over the world in the governance of villages, towns/cities and entire nations. For example, villages, towns and districts in many African countries are still being primarily governed by the traditional rulership system. The rulers are known by various titles such as Obi, Chief, Oba, Emir etc. Even up to the present times, many nations are still being governed ceremoniously (i.e. *de jure*) or formally (i.e. *de facto*) by traditional rulers. These countries include Great Britain/United Kingdom, Bahrain, Saudi Arabia, Japan, Eswatini (formerly known as Swaziland) etc. The international rulers are known variously as King, Queen, Emperor etc. Some of the famous rulers in history globally are Queen of Sheba (lived 10<sup>th</sup> century BCE), King Solomon of Israel (d. 932 BCE) (the successor of his father, King David), Queen Elizabeth II of United Kingdom and the Commonwealth of Nations (b. 1926), and Alexander the Great, King of Macedonia and Persia (356 – 323 BCE). Others include King Nebuchadnezzar of Babylon (c. 634 – 562 BCE), King Fahd bin Abdulaziz Al Saud of Saudi Arabia (1921 – 2005), and Emperor Haile Selassie of the Ethiopian empire (1892 – 1975) (<https://en.wikipedia.org>).

Although many towns, especially in Africa still have traditional rulers, modern politics have whittled down their powers in terms of day to day political governance. Despite this, the institution is still very active, playing some formal or informal roles in the governance of societies. In particular, prior to the amalgamation of Nigeria in 1914 and substantially up to her independence on 1<sup>st</sup> October, 1960, many traditional rulers ruled their communities using only native intelligence or knowledge gained from formal education up to the primary school level. This was due to limited access to formal education in the country. Despite this limitation, some of the traditional rulers displayed rare wit, intelligence and bravery by the manner in which they piloted the affairs of their domain even during colonial rule. Such rulers included King Jaja of Opobo (1821 - 1891), Oba Ovonramwen Nogbaisi of Benin kingdom (1857 - 1914), Queen Amina (aka Aminatu) of Zazzau (Zaria) (1533 – 1610) etc. (<https://en.wikipedia.org>).

Formal education is a systematic training procedure which *ipso facto* ought to accelerate development in a society. Formal western education was brought into Nigeria by the European missionaries who established primary schools and post primary schools (secondary and teacher training schools) as part of their missionary activities. One of the earliest of such schools is the C. M. S. Grammar School, Bariga, Lagos which was established in 1859. It is the oldest secondary school in Nigeria whose first principal was Babington Macaulay (1826 – 1878), the father of Nigerian nationalist Herbert Macaulay (1864 – 1946). (Oluwade, 2019A; Fafunwa, 1974 <https://en.wikipedia.org>)

Another pioneer school/institution is St. Andrew's College, Oyo which was initially established in 1853 in Abeokuta. It was then known as CMS Training Institution and its principal was The Rev. Robert C. Paley, a graduate of Cambridge University. In 1867, the institution moved to Lagos due to logistic challenges, from where it finally relocated to Oyo in 1896. The first principal of the college after its re-location to Oyo was Bishop Frank Melville Jones (1866 – 1941). The first Nigerian principal of the college was Seth Irunsewe Kale (1904 - 1996), who later became Bishop of Lagos (Anglican Church Communion). St. Andrew's College Oyo, whose alumni are called Andrians, is the oldest Teachers' Training College in Nigeria. It has now metamorphosed into Emmanuel Alayande College of Education, Oyo. (Ogunkoya, 1979; Adenle, 2003; Adeniji, 1994; <https://eacoed.edu.ng/pages/show/administration/Provost-office>).

Both C. M. S. Grammar School and St. Andrew's College were established by the Christ Missionary Society (CMS). For many years after the establishment of both educational institutions, the crop of Nigerian staff for administrative and related positions in the colonial civil service was recruited from the graduates of these schools. One of the prominent graduates of St. Andrew's College was Daniel Olorunfemi Fagunwa (1903 – 1963), the famous Yoruba mystical novelist. Between 1938 and 1963, he wrote five classic novels, with his pioneer work being 'Ogboju Ode ninu Igbo Irunmale'. This was translated into English Language in 1968 by the Nigerian 1986 Nobel Literature Laureate, Wole Soyinka. A version of this translation is (Soyinka, 1982).

In 1932, the Yaba Higher College, now known as Yaba College of Technology, was established. And in 1948, the University College, Ibadan (now known as University of

Ibadan) came into being. These are government-owned institutions. Prior to the establishment of these two higher institutions, other secondary schools were established in the late 19<sup>th</sup> century and the early part of the 20<sup>th</sup> century by government, religious organizations and individuals as additions to C. M. S. Grammar School and St. Andrew's College. One of these is Hope Waddell Training Institute (established in (est.) 1895), which is the oldest post-primary school in Eastern Nigeria. This is the school attended by the pan-African nationalist and first President of Nigeria, Dr. Nnamdi Azikiwe (1904 – 1996). Other schools include King's College, Lagos (est. 1909), Queen's College, Lagos (est. 1927), and Barewa College, Zaria (initially known as Katsina College) (est. 1921), all founded by the colonial government. Another prominent school is Ondo Boys High School, Ondo (est. 1919), whose first principal was Canon Moses Craig Akinpelumi Adeyemi (1882 – 1942). Furthermore, Ansarudeen College Lagos was established by an Islamic mission in 1953, while Mayflower School, Ikenne (est. 1956) is a product of Dr. Tai Solarin and his American wife, Sheila (<https://en.wikipedia.org>).

Several other secondary schools and teacher training schools/institutions have since sprung up before and after Nigeria's independence on 1<sup>st</sup> October 1960. Some of these are Adeyemi College of Education, Ondo (est. 1964), named in honour of Canon M. C. A. Adeyemi (1882 – 1942), Federal College of Education, Bichi, Kano State, Federal College of Education (Special), Oyo and United Missionary College (UMC), Ibadan. In particular, UMC was established in 1928 as the pioneer female-only educational institution in Nigeria. It was originally a Grade 2 Teacher's College established by both the Anglican Church and Methodist Church. It has metamorphosed into the present United Missionary Comprehensive College (UMCC) (<https://umcc.org.ng/about-us>; <https://en.wikipedia.org>; <http://www.ekimogundescendant.org/biography-of-rt-rev-canon-moses-craig-akinpelumi-adeyemi/>).

In three earlier papers by the present author, the contributions of graduates of Nigerian and foreign universities to management development were showcased. These included contributions via social activism (Oluwade, 2019A), theology (Oluwade, 2019B) and inter-racial benefaction (Oluwade, 2018). In the present paper, the author highlights the contributions of Nigerian educated traditional rulers (i.e. royal fathers) to the development of management, leadership and governance in Nigeria. By this paper, an educated

traditional ruler is not restricted to only graduates of universities but products of secondary-level education, teacher training institutions, polytechnics and products of chartered professional bodies.

## 2. UNIVERSITIES AS CRITICAL INSTITUTIONS IN SHOWCASING THE IMPORTANCE OF NIGERIAN ROYAL FATHERS IN MANAGEMENT DEVELOPMENT

Prior to Nigeria's independence on 1<sup>st</sup> October, 1960, the crop of persons who could be regarded as formally educated were mainly products of several Nigerian primary schools, secondary schools, teacher training institutions, Yaba College of Technology and the University of Ibadan. Some Nigerians, especially persons sponsored by Christian denominations (particularly the Anglican Communion) received university education at Fourah Bay College (FBC), Sierra Leone. This college, established in 1827, is the oldest university in West Africa. It was founded by the famous Christ Missionary Society (C.M.S.) and its first student was the well-known Bishop Samuel Ajayi Crowther (1809 - 1891), the first African Bishop. The university was formerly affiliated with Durham University, England.

Apart from Samuel Ajayi Crowther, other alumni of FBC who later played significant roles in the affairs of Nigeria include (<https://en.wikipedia.org>)

- (i) Chief Michael Adekunle Ajasin (1908 – 1997). He was also an alumnus of St Andrew's College, Oyo. He was the founder and first principal of Owo High School (1963 – 1975). He is the first executive governor of the old Ondo State of Nigeria.
- (ii) Professor Kenneth Dike (1917 – 1983). He was a professor of History and the first Nigerian Vice Chancellor of the University of Ibadan.
- (iii) Henry Carr (1863 – 1945). He was one of the most celebrated government workers during the colonial administration. He rose to the position of Director of Education in 1906 and Resident of the colony of Nigeria in 1918, posts which Nigerians/Africans did not hitherto occupy.
- (iv) Bishop Alexander Babatunde Akinyele (1875 – 1968). He is also a product of St Andrew's College, Oyo, and was the first Anglican Bishop of Ibadan. He obtained a university

degree from Fourah Bay College, Sierra Leone (1912), thus becoming the first Ibadan indigene to obtain a university degree. Bishop Akinyele was the founder and first principal of Ibadan Grammar School (1913 – 1933). He is reputed to be the priest who preached at the St James' Cathedral, Oke-Bola Ibadan where the Queen of England worshipped during her state visit to Nigeria in 1956.

Since the establishment of the University of Ibadan (U.I) in 1948, the only Nigerian university in pre-independence Nigeria, several other universities (federal government-owned, state government-owned and private) have been established. As at the time of publication of this paper, there is a total of one hundred and seventy four (174) universities in Nigeria. The breakdown is forty three (43) federal universities, fifty two (52) state universities and seventy nine (79) private universities (<https://nuc.edu.ng>).

Apart from U.I., other universities which belong to the first generation of Nigerian universities (i.e. universities established up till the early 1970s) include University of Nigeria, Nsukka (est. 1960), University of Ife, now Obafemi Awolowo University, Ile-Ife (est. 1962), Ahmadu Bello University, Zaria (est. 1962), University of Lagos, Lagos (est. 1962) and University of Benin, Benin-City (est. 1970). The second generation of universities are federal universities which were established between 1975 and 1980. These include University of Calabar, Calabar, University of Jos, Jos, University of Maiduguri, Maiduguri and Othman Dan Fodio University, Sokoto. Others include University of Ilorin, Ilorin, University of Port-Harcourt, Port-Harcourt and Bayero University, Kano. All these universities were established in 1975. Some of these were however initially affiliates of other universities e.g. Universities of Ilorin was initially a college of the University of Ibadan, while University of Port-Harcourt was initially a college of the University of Lagos (Okoli et. al. 2016).

The second generation of (public) universities was followed in 1980 by the establishment of seven Federal Universities of Technology in states which hitherto had no university presence. Thus came into being universities in towns such as Akure, Minna etc.

The advent of Nigeria's second republic on 1<sup>st</sup> October 1979, witnessed the establishment of state universities. Early universities in this category include Lagos State

University, Ojoo; Ambrose Alli University, Ekpoma; Olabisi Onabanjo University, Ago-Iwoye; and Ondo State University, which has now metamorphosed into Adekunle Ajasin University, Akungba, Akoko, Ondo State and Ekiti State University, Ado-Ekiti.

Apart from several federal and state universities which have since been established to date, private universities were licensed to operate as from the 4<sup>th</sup> Nigerian republic which began on 1<sup>st</sup> October, 1999. The first set of universities in this category began operations in the early 2000s and include Igbinedion University, Okada, Edo State (the first licensed university to begin operation), Covenant University, Ota, Ogun State, Benson Idahosa University, Benin-City, Edo State, Bowen University, Iwo, Osun State and Babcock University, Ilesha-Remo, Ogun State. Some of the private universities are owned by Christian denominations (e.g. the last three universities above) while some are owned by Islamic denominations (e.g. Fountain University, Osogbo). Some other private universities are owned by neutral bodies. It is important to note that every state in Nigeria now has at least one public university, with some states having a combination of federal, state and/or private universities.

The history of the growth and development of universities in Nigeria may not be complete without mentioning the supervisory role of the National Universities' Commission (NUC) (Okoroma, 2007; Ashby, 1960; <https://en.wikipedia.org>; <https://nuc.edu.ng>). The commission came into being in 1962 as a result of the recommendations of a commission set up by the colonial government in 1959. The commission, which is popularly known as Ashby Commission, was headed by Sir Eric Ashby (1904 – 1992), a seasoned professor of botany and university administrator. Among others, he was President and Vice Chancellor of Queen's University, Belfast, U.K (1950 – 1959) and later Vice Chancellor of the University of Cambridge (1967 – 1969). NUC was initially just an advisory agency in the government secretariat (cabinet office), and between 1962 and 1969, it was headed by Dr. Okoi Arikpo (1916 – 1992) who later became Nigeria's Minister of Foreign Affairs between 1969 and 1975.

When NUC became a statutory body in 1974, then Dr. (now Prof.) Jubril Aminu (b. 1939) became its Executive Secretary (ES) until 1979. Between 1979 and 1981, the body was headed by Dr. Abel Guobadia (1932 – 2011). Other ES of the body since 1981 were Dr. Yahaya Aliyu (1938 – 2017) who served between 1981 and 1986, Prof. Idris Abdulkadir (served 1986 – 1996) and Prof. Munzali

Jibril (served 1996 – 1999). Others are Prof. Peter Okebukola (served 1999 – 2006), Prof. Julius Okojie (served 2006 – 2016) and Prof. Abubakar Rasheed (he has been serving from 2016 to date).

### 3. CONTRIBUTION OF SELECTED NIGERIAN EDUCATED ROYAL FATHERS FROM NORTHERN AND SOUTHERN NIGERIA

In this section, the author first traces the various Nigerian constitutions from independence up to the present times, since the roles of the Nigerian traditional rulers (TR) are inevitably tied to these constitutions. The author then showcases some educated Nigerian traditional rulers (TR) across the northern and southern parts of Nigeria and highlights of their contributions to nation building are presented (Utuk, 1975; Akanmu, 2002; <https://en.wikipedia.org>). In this presentation, the selection of TR is not based on any particular seniority, hierarchy or popularity in Nigerian milieu. The TR were selected from those who ruled about the time of Nigeria's independence and those who ruled after independence. Selection is also done to reflect as diverse professional backgrounds of selectees as possible. These include the military, accountancy, computer science/information technology, economics, law, education etc. Some of these TR are still alive and ruling their domains. Others have however joined their ancestors, which in local parlance mean they are deceased.

#### 3.1 CONSTITUTIONAL EVOLUTION IN NIGERIA

Here, the significance of traditional rulers (TR) is traced starting from 1861 when Lagos was annexed by the British colonialists. The traditional ruler in Lagos as at the time was King Kosoko (d. 1872) who ruled between 1845 and 1851. The various constitutions of Nigeria before and after independence allow TR to exercise authority within their respective domains in lesser or greater dimension. In general, in pre-independence Nigeria, rulership flowed in increasing degree of hierarchy from the TR to the District Officers (DO) to the Resident, who reports directly to the Governor. The Governor was a representative of the Queen of England.

On 1<sup>st</sup> January, 1900, the flag of the colonialists, the Union Jack, was hoisted in then capital city, Lokoja, which is in the present Kogi State of Nigeria. This was coordinated by the colonial-appointed High Commissioner of the Protectorate of Northern Nigeria

(PNN) (1900 – 1906), Sir/Lord Frederick Lugard (1858 – 1945). This ushered in the period of indirect rule in Nigeria, whereby the colonialists administered the nation's constituents indirectly via the TR. In 1902, the capital city was moved to Zungeru, in the present Niger State, as the town was considered as the most northerly city accessible by river transport. In 1906, the Colony and Protectorate of Lagos was merged with the Protectorate of Southern Nigeria (PSN) thereby forming a single administrative unit known as the Colony and Protectorate of Southern Nigeria. That is, hitherto, Northern Nigeria was administered as a separate political unit. Each of the units was divided into provinces. PNN had 13 provinces namely, Sokoto, Kano, Zaria, Katsina, Bauchi, Yola and Ilorin. Others included Bornu, Nasarawa, Kontagora, Nupe, Muri and Munshi. The provinces in the western part of PSN were Abeokuta, Oyo, Ondo, Benin and Warri. In the eastern part of PSN, the provinces were Calabar, Onitsha, Owerri and Ogoja.

Between 1912 and 1914, Lord Lugard was simultaneously the Governor of both the PNN and PSN. The High Commissioner/Governor of PNN who succeeded Lugard in 1906, until he returned to office in 1912, were Sir Percy Girouard (1867 – 1932) who was in office between 1907 and 1909, Sir Henry Hesketh Bell (1864 – 1952) from 1909 to 1911 and Charles Lindsay Temple (1871 – 1929) in acting capacity between 1911 and 1912. The successive High Commissioners of PSN were Sir Ralph Moor (1860 – 1909) between 1900 and 1903 and Sir Walter Egerton (1858 – 1947) between 1903 and 1906, the latter of who was labelled as the Governor of the Colony and Protectorate of Southern Nigeria between 1906 and 1912.

In 1914, both the Northern and Southern Protectorates of Nigeria were amalgamated by Lord Lugard and he became the Governor-General of Nigeria (1914 – 1919). Earlier, he was Governor of Hong Kong, in the present China, between 1907 and 1912. In 1922, the Clifford Constitution was promulgated under the governorship of Sir Hugh Charles Clifford (1866 - 1941). An offshoot of this constitution was the founding of the first Nigerian political party, Nigerian National Democratic Party (NNDP), led by Herbert Macaulay (1864 – 1946). He was a grandson of Bishop Samuel Ajayi Crowther (1809 – 1891). Macaulay is the first qualified Nigerian engineer who practised as a civil engineer and surveyor; he became a graduate (Associate Member) of the Royal Institute of British Architects in 1893. He is reputed to be the first Nigerian to own a motor car.

In 1935, Sir Bernard Henry Bourdillon (1883 – 1948) became the Governor and Commander-in-Chief of Nigeria, a service which lasted till 1943. He was previously the Governor of Uganda between 1932 and 1935. In 1939, Sir Bourdillon divided Southern Nigeria into two provinces, namely Eastern Province and Western Province, thus paving way for a federation constitution for the entire Nigeria.

Between 1943 and 1948, Sir Arthur Richards (1885 – 1978) was the Governor of Nigeria. During this period, specifically in 1954, a new constitution fondly called Richard's Constitution came into being. It is a unitary constitution with three administrative regions namely, Northern, Western and Eastern regions. The Richard's Constitution was followed by the MacPherson's Constitution (1954) during the tenure of Sir John Stuart MacPherson (1898 – 1971) as Governor between 1948 and 1955. The constitution paved the way for what was termed a 'semi-responsible government'. Meanwhile in 1954, a constitutional conference was organized in the colonial headquarters in London, United Kingdom. The resulting constitution was called Lyttleton Constitution, named after Sir Oliver Lyttleton (1893 – 1972), who was then Secretary of the Colonies. The constitution promoted a federal system with regional autonomy. The last Governor-General of Nigeria was Sir James Wilson Robertson (1899 – 1983). He held office between 1955 and 1960.

Subsequent constitutions are the 1960 independence constitution and the 1963 republican constitution (first republic) which followed the Westminster system of government. Others were the 1979 constitution (second republic), the 1993 constitution (3<sup>rd</sup> republic) and the current 1999 constitution (fourth republic) (Federal Republic of Nigeria, 1999).

As a tribute to the British colonialists on the occasion of the attainment of independence, Nigeria's first prime minister, Sir Abubakar Tafawa Balewa (1912 – 1966), described them as persons who first presented themselves as masters, but later leaders then partners and ultimately as friends (Utuk, 1975).

On the whole, Nigeria could be said to have benefited from a robust education system, especially during the colonial era. Though the colonialists through their government were naturally detested by the people since it was more like an imposed rulership, post-colonial events in the country suggest that the emergent Nigerian leaders,

save very few, do not have a fundamental grasp of developmental leadership other than just occupying posts of leadership

### 3.2 A SHOWCASE OF SOME EDUCATED TRADITIONAL RULERS IN NIGERIA AND THEIR CONTRIBUTION TO MANAGEMENT DEVELOPMENT

In general, the contribution of Nigerian educated royal fathers to management development can be summarized as follows:

- (i) Providing leadership in universities and other tertiary institutions as chancellors and ceremonial heads of the institutions.
- (ii) Settling disputes among people living within their domains.
- (iii) Providing advice to local governments and state governments especially in their capacities as members of the State Council of Chiefs.
- (iv) Providing advice to the federal government to enhance peaceful co-existence and acceptable developmental projects.
- (v) Support and endorsement of public campaigns on issues such as immunization programmes, campaign against human trafficking etc.

In this section, some of the prominent educated traditional rulers in the northern, eastern and western parts of Nigeria are showcased with respect to their contribution to national development. Both pre-independence and post-independence rulers are considered.

#### 3.2.1 NORTHERN NIGERIA

In this subsection, a glimpse is provided on the background of some traditional rulers from the Northern part of Nigeria.

- (a) Emir of Kano, Alhaji Sanusi Lamido Sanusi (b. 1961).

He is the incumbent traditional ruler of Kano. He is a product of King's College, Lagos. He attended Ahmadu Bello University, Zaria where he received Bachelor and Master's degrees in Economics. He also obtained a Bachelor's degree in Islamic Law from International

University of Africa, Khartoum, Sudan. He is a past Governor of the Central Bank of Nigeria.

- (b) Tor Tiv, Professor James Ayatse (b. 1956)

His Royal Highness Professor Ayatse is the Chairman of Benue State Council of Chiefs. He received a Bachelor of Science degree in Biochemistry from the University of Ibadan, a Master of Science degree from the University of Calabar and a Doctor of Philosophy degree in Biochemistry from the University of Surrey, U.K. He is the former Vice Chancellor of the University of Agriculture, Makurdi, Benue State and the pioneer Vice Chancellor of the Federal University, Dutsinma, Katsina State.

- (c) Emir of Gombe, Alhaji Shehu Abubakar (c. 1938 – 2014)

Alhaji Shehu Abubakar served as the 10<sup>th</sup> Emir of Gombe between 1984 and 2014. He attended Barewa College, Zaria, Kaduna State and completed his studies in 1966. He then received local training as an engineering assistant and an administrator. He rose to become permanent secretary in Bauchi State of Nigeria. He was a member of the board of the National Universities Commission (NUC) and was Chairman of Gombe State Council of Chiefs.

- (d) Sultan of Sokoto, Alhaji Muhammadu Sa'adu Abubakar (b. 1956).

Sultan Abubakar is the permanent President-General of the Supreme Council for Islamic Affairs in Nigeria. He completed his secondary education at Barewa College, Zaria. He then enrolled as a cadet at the Nigerian Defence Academy in 1975 and was commissioned as 2<sup>nd</sup> Lieutenant in 1977. He was a Brigadier-General in the Nigerian Army Armoured Corps before he was crowned as king in 2006.

- (e) Emir of Yauri, Kebbi State, Alhaji Tukur dan Abdullahi (1920 – 1981).

Alhaji Abdullahi ruled Yauri between 1955 and 1981. He attended the Sokoto Middle School for his post-primary education. He is the first

Chairman of the Board of National Universities Commission (NUC).

- (f) Emir of Ilorin, Alhaji Ibrahim Sulu Gambari (b. 1940).

Alhaji Sulu Gambari trained as a lawyer at the University of London. He is a former President of the Ibadan and Lagos divisions of the Nigerian Court of Appeal. He is the permanent chairman of Kwara State Traditional Council.

- (g) Ohinoyi of Ebiraland, Kogi State, Alhaji Ado Ibrahim (b.1929).

Alhaji Ado Ibrahim has been reigning as king of the Ebiras since 1997. He attended Okene Middle School, Kogi State, Ondo Boys High School, Ondo, Ondo State and Oduduwa College, Ile-Ife, Osun State where he completed his secondary education in 1949. He thereafter obtained a Bachelor of Science degree in Statistics from the London School of Economics as an external candidate in 1954. He then received a Master of Business Administration (MBA) from Harvard Business School. He is a philanthropist and industrialist.  
(<http://alhalalsite.blogspot.com/2015/06/history-of-hrh-ohinoyi-of-ebira.html>)

- (h) Emir of Katsina, Sir Usman Nagogo Muhammadu Dikko (1905 – 1981).

The emir, who ruled between 1944 and 1981, was otherwise referred to as Sarkin Katsina. He graduated from Katsina Provincial School in 1923. He was initially a teacher before becoming the Native Authority Police Chief in 1929. He later became a federal minister of the colony between 1946 and 1952 and subsequently a regional minister without portfolio from 1952 to 1966. Sir Usman Dikko was Life President of Nigerian Polo Association.

### 3.2.2 EASTERN NIGERIA

Following the pattern in earlier subsections, brief profiles of some traditional rulers from the eastern part of Nigeria are presented.

- (a) Obi of Ogwashi-Uku, Delta State, Professor Chukwuka Okonjo (1928 – 2019)

Obi Okonjo attended King's College, Lagos and Dennis Memorial Grammar School, Onitsha for his secondary education. After further studies at Yaba Higher College, he received a Bachelor of Science (B.Sc.) degree in Mathematics, Logic and Scientific Method from the University of London in 1951. He thereafter attended the University of Erlangen-Nurnberg, Germany where he received another B.Sc. in Mathematics in 1957, Master of Science (M.Sc.) in Mathematics in 1960 and M.Sc. in Economics in 1962. He then crowned his efforts with a Doctor of Philosophy (Ph.D.) degree in Mathematical Economics and Statistics from the University of Cologne, Germany also in 1962. His Royal Highness Chukwuka Okonjo initially lectured at the University of Ibadan before working with the United Nations as Director of the Regional Institute for Population Studies in Ghana.

(<http://mathshistory.st-andrews.ac.uk/Biographies/Okonjo.html>)

- (b) Obi of Oko Kingdom, Professor Lazarus (Laz) Ekwueme (1936 - )

Obi Laz Ekwueme studied at the Royal College of Music, United Kingdom (U.K) and received a Bachelor of Arts degree in Music from the University of Durham, U.K. He is a professor of Music and the traditional ruler of Oko Kingdom, Anambra State of Nigeria.

- (c) Amayanabo of Twon-Brass, Bayelsa State, Chief Alfred Diete-Spiff (b. 1942).

Chief Diete-Spiff is the first military governor of the old Rivers State of Nigeria between 1967 and 1975 when General Yakubu Gowon was Head of State. He attended St Joseph's College, Western Cameroon and received training as a naval officer of the Nigerian Navy at the Britannia Royal Naval College, Dartmouth, England. Before he became a traditional ruler, he served as Chairman of the Nigerian Association of Auctioneers.

- (d) Asagba of Asaba, Obi (Professor) Joseph Chike Edozien (b. 1925).

The incumbent Asagba of Asaba graduated from the National University of Ireland. He is a former professor of Nutrition at the Massachusetts Institute of Technology and University of North Carolina, USA. He is also a former professor and Dean of the Faculty of Medicine, University of Ibadan.

- (e) Oba of Benin Kingdom, Oba Erediauwa I - Omo n'Óba n'Edo Uku Akpolokpolo (1923 – 2016).

The king ruled the ancient Benin Kingdom between 1979 and 2016 on the demise of his father. He attended Government College, Ibadan between 1939 and 1945 before further studies at Yaba Higher College, and subsequently King's College, Cambridge University where he obtained a Bachelor's degree in Law and Administration. He initially served as a District Officer in Eastern Nigeria in 1957 and retired as a federal permanent secretary in 1973. Thereafter he became the Commissioner for Finance in Bendel State (now broken down into Edo State and Delta State) in 1975 during the military administration. Oba Erediauwa is the father of the incumbent Oba of Benin Kingdom, Eheneden Erediauwa Ewuare II (b. 1953).

- (f) Obi of Onitsha, Ofala Okechukwu Okagbue (1923 – 2001).

The Obi is a product of Christ the King College, Onitsha, and graduated in 1943. He was variously a teacher and industrial manager. The Obi, who became king in 1970, was the Chairman of Anambra State Council of Traditional Rulers.

(<https://blerf.org/index.php/biography/okagbue-hrh-obi-ofala-akukalia>)

### 3.2.3 WESTERN NIGERIA

In this subsection, nine traditional rulers from the western part of Nigeria are showcased (<https://en.wikipedia.org/wiki>, Johnson, 1921).

- (a) Ooni of Ife, Sir Adesoji Aderemi (1889 – 1980).

Oba Adesoji Aderemi attended primary school in Ile-Ife, in the present Osun State of Nigeria. He was the Governor of Western Region of Nigeria between 1960 and 1962. He was a member of the Legislative Council and participated in constitutional conference(s) in London, United Kingdom. He ruled Ile-Ife, the cradle of the Nigerian Yoruba tribe, from 1930 until his demise in 1980. One of the traditional rulers of Ife who preceded Oba Aderemi on the throne is Oba Derin Ologbenla. Oba Ologbenla reigned from 1880 to 1894. He is the 45<sup>th</sup> Ooni and also the founder and first ruler of Okeigbo, a town in the present Ile-Oluji/Okeigbo Local Government Area of Ondo State.

- (b) Oluyin of Iyin-Ekiti, Oba Ademola Ajakaiye (b. 1939)

Oba Ajakaiye is the pioneer Chief Judge of Ekiti State of Nigeria. He received his secondary education from Offa Grammar School and thereafter obtained a Bachelor of Law degree from University of London. He was a legal practitioner before his appointment into the bench (i.e. as a high court judge).

- (c) Alaafin of Oyo, Oba Lamidi Adeyemi III (b. 1938)

His Royal Majesty, Oba Lamidi Adeyemi III is a graduate of St Gregory's College, Lagos. He has been ruling the ancient city of Oyo since 1970. He has served as Chairman of Oyo State Council of Obas.

- (d) Oba of Lagos, Oba Adeyinka Oyekan (1911 – 2003)

Oba Adeyinka Oyekan attended Methodist Boys High School and King's College, Lagos for his secondary education. He subsequently studied at Yaba Higher College, training as a pharmacist. He was Oba of Lagos from 1965 to 2003. Among others, he was a member of Western Nigeria House of Chiefs and Chairman Lagos State Council of Obas.

- (e) Olubadan of Ibadanland, Oba Sir Isaac Babalola Akinyele (1882 – 1964).

Oba Akinyele is reputed to be the first educated king of Ibadanland. Oba Akinyele began his career as a civil servant and was at various times a Councillor of the Ibadan Native Authority and Chief Judge of the Native Court. He served as the first President of Christ Apostolic Church (earlier known as Faith Tabernacle), which is one of the earliest indigenous Pentecostal churches in Nigeria. He is the second adherent of the Christian religion to become king of Ibadan land. Oba Akinyele was a junior brother of Bishop Akinyele who is the first citizen of Ibadan to obtain a university degree.

- (f) Elepe of Epe, Oba Adewale Osiberu, Iruganyin Ekun II.

Oba Adewale Osiberu is a computer scientist by professional training. He was a computer manager for several years before becoming the founder and chairman of a computer company. He studied at the London School of Economics and Political Science. He is a holder of a Postgraduate Diploma in Management Information System.

(<https://successfulpeoplemagazine.wordpress.com/remo-people>)

- (g) Olowo of Owo, Sir Olateru Olagbegi II (1910 – 1998).

Despite the fact that the educational history of Sir Olateru Olagbegi is obscure, he can be considered as an educated traditional ruler in view of his socio-political exposure and association. He thus belongs to a special category of educated traditional rulers. He started ruling Owo in 1941 and was dethroned in 1966 as a result of the political crisis in Western Nigeria. He became king again in 1993 and ruled until his demise in 1998. His importance in the political scheme of things in the then Western Nigeria can be attested to by the fact that the inaugural meeting of the Action Group (AG) – the political party which was in power in Western Nigeria by the time of Nigeria's independence — was held in his palace in 1951. This party was under the leadership of Chief Obafemi Awolowo (1909–1987), who later became the Premier of Western Region of

Nigeria. One of the notable elders of the party was Chief Michael Adekunle Ajasin who was an Owo native.

- (h) Alani of Ido-Ani, Oba (Major General (rtd)) Olufemi Olutoye (b. 1929).

Oba Olutoye is a product of Government College, Ibadan. He graduated from the University of Ibadan in 1954 and pursued further studies at Cambridge University, United Kingdom. After becoming a secondary school teacher and administrator for a while, he joined the Nigerian Army. He is one of the first two university graduates to be enlisted in the Nigerian Army, the second being Chukwuemeka Odumegwu Ojukwu (1933 – 2011) who was military governor of the old Eastern Region of Nigeria. Oba Olutoye has been a traditional ruler since 2014.

- (i) Awujale of Ijebuland, Oba Sikiru Adetona (b. 1934).

Oba Adetona is currently one of the longest ruling kings in Nigeria. He ascended the throne as king in 1960, the year of Nigeria's independence. He attended Adeola Odotola College, Ijebu-Ode and thereafter trained as an accountant in the United Kingdom. He was a prominent member of the then Western Nigerian House of Chiefs.

#### 4. DISCUSSION

This paper has examined the significance of education in the overall evolution and development of the entity called Nigeria. It has been shown that all levels of formal education have played important roles in unveiling the managerial abilities of Nigerian citizens, with particular focus on traditional rulers (TR). As at the moment, formal western-oriented schools have existed in Nigeria for over a century and a half decade. The first primary school in Nigeria was established in 1845 in Badagry, Lagos State by the Christ Missionary Society (CMS). The school is presently known as St. Thomas Anglican Nursery and Primary School. The first secondary school, also established by the C.M.S. in Lagos State, is C. M. S. Grammar School, Bariga. It was founded in 1859, some 14 years after the first primary school came into being.

St Andrew's College, Oyo (now known as Emmanuel Alayande College of Education) is the first post-primary school established in Nigeria. It was originally established as a Grade II teacher training institution in 1853, six years after the first high school, by the same C.M.S. organization whose successor is the Anglican Church. The first technical institution is the Yaba Higher College (now known as Yaba College of Technology) which is a government institution established in 1932, seventy three years after the founding of the first grammar school. The first Nigerian university – University of Ibadan – is also a government institution. It was established in 1948. This was the only university in the country up till the time of political independence on 1<sup>st</sup> October, 1960. Thus, the crop of (formally) educated Nigerian TR before 1948 were essentially those who had the benefit of any of primary, secondary, teacher training and technical education.

Prior to the establishment of the first primary school and up to the proliferation of formal schools, Nigerian traditional rulers (TR) administered their respective domains only using native intelligence. Some of the kings who flourished up to the early part of the 20<sup>th</sup> century included King Jaja of Opobo (1821 - 1891) and Oba Ovonramwen Nogbaisi of Benin kingdom (1857 - 1914) in the eastern part of Nigeria; Queen Amina (aka Aminatu) of Zazzau (Zaria) (1533 – 1610) in northern Nigeria, and Alaafin Abiodun of Oyo in the western part of Nigeria who reigned between c. 1770 and 1789. He flourished in the 18<sup>th</sup> century. Naturally, citizens (and by extension, TR) in southern Nigeria (i.e. western and eastern Nigeria) were the early beneficiaries of formal education due to the geographical location of the early schools.

Some of the TR whose profiles were dissected in this paper include include Oba Sir Isaac Babalola Akinyele (1882 – 1964), who is reputed to be the first educated Olubadan (King) of Ibadan in the present Oyo State. He was a junior brother to Bishop A. B. Akinyele (1875 – 1968), the pioneer Principal of Ibadan Grammar School, Oyo State and first Ibadan indigene to obtain a university degree. Sir Adesoji Aderemi (1889 – 1980), the Ooni of Ife in the present Osun State, who ruled between 1930 and 1980 attended a primary school and is also an example of educated TR who ruled before Nigeria's independence. The reigning Awujale of Ijebuland, Oba Sikiru Adetona is currently one of the longest reigning monarchs in Nigeria having being ruling since 1960, the year of Nigeria's independence.

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The late Emir of Yauri, Kebbi State, Alhaji Muhammad Tukur dan Abdullahi (1920 – 1981) who ruled between 1955 and 1981 attended Sokoto Middle School and is thus one of the early educated TR in Northern Nigeria.

Apart from the TR whose profiles were examined in Section 3 of this paper, some other Nigerian TR who ruled before Nigeria's independence and benefited from formal education included Late Oba Aladesanmi (the Ewi of Ado-Ekiti) and Late Ogoga of Ikere-Ekiti, both in the present Ekiti State; Oba Samuel Adeleye Adisa, Adenle I (Ataoja of Osogbo) in the present Osun State and the Late Orimolusi of Ijebu-Igbo, in the present Ogun State. All these TR graduated from St Andrew's College, Oyo (Adenle, 2003).

In general, the fields of study and professional fields of TR that were examined in this paper and who benefited from higher education include pharmacy, biochemistry, law, economics, accountancy, medicine, military, music and computer science.

## 5. CONCLUSION

In this paper, the contribution of Nigerian traditional rulers (TR) to leadership, governance and management development has been showcased. In doing this, a brief biodata of a cross-section of TR from the Northern, Eastern and Western parts of Nigeria have been presented.

This paper is a part of a series of recent papers by the author which examine the contributions of different strata of the Nigerian educated elite (especially university graduates) to the nation's development before and after independence from colonial rulers. The ultimate goal is to understudy the root benefits and challenges of the multi-faceted areas of the practice of management in Nigeria (Drucker, 1955).

The paper recognizes the importance of the saying that 'little drops of water make the mighty ocean'. It is the view of the author that although there are several primary gains from the establishment of educational schools and institutions, more is still expected from products of such organizations. The author believes that a strong political commitment will lead to a proper coordination and harnessing of the abundant human and material resources of Nigeria towards tangible structural and infrastructural development.

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