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CMN 028 CONFLICT MANAGEMENT AND NEGOTIATION

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Introduction

Conflict is problematic to outline, because it transpires in many diverse settings and the essence of conflict appears to be dissimilarity, inconsistency, or incompatibility on a matter (Whetten & Cameron, 2012). The perception of conflict, because of its ubiquity and inescapable nature, has assimilated a gathering of denotations and connotations, presenting us with nothing short of semantic jungle. As such they are other terms, conflict produces considerable inconsistency and leaves many scholars' and administrators quite uncertain about;

(1) its meaning and relevance; and

(2) how best to cope with it.

Conflict circumstances are inevitable in one's personal life, in organizations or even between nations. Conflict is a process in which one party suggests that its interests are being opposed by another party. As a rule, people see only the observable aspect of conflict – angry words, actions of opposition, etc. But this is only a small part of the conflict process (Mashanne and Glinow, 2008). This is because conflict at its source may not necessarily become an issue of controversy, confrontation and concern of all but conflict which is caused (either intentionally or not) will no doubt bring about controversies and confrontations which may not necessarily surface in conflict at its source (http:// encyclopedia.efd.com). Thus, CONFLICT refers to any situation in which there are incompatible Goals, Cognitions, or Emotions within or between individuals or groups that lead to opposition or antagonistic interaction.

Conflict Management is a communication process for changing the negative emotional states in a conflict to emotional states that allow working out a solution to the conflict (Muyingi, 2013). Negotiation is a communication process for enabling disputing parties to achieve an outcome with respect to their differences. The win/win or collaborative strategy in conflict requires a special approach to negotiation, interest-based negotiation. Interest-based negotiation is a communication process for developing an integrative agreement that meets the interests of the differing parties

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(Mabovula, 2011). Resolving conflicts to achieve positive outcomes involves two distinct elements, conflict management and negotiation. The first element, conflict management, deals with the attitudes and strong negative emotions usually associated with a conflict situation. It involves defusing the accompanying emotional energy and achieving a mutual understanding of differences.

Conflict is of sociological significance in as much as it either produces or modifies communities. It also must appear paradoxical to the ordinary mode of thinking to ask whether conflict is it not a form of socialization (it is a way to remove dualism and to arrive at some form of unity even thru the annihilation of one of the parties}.society is rife with conflict, conflict is a general social form that isn't limited to just overtly violent situations (wars /arguments). More so conflict doesn't necessarily rip society apart, it might be one of the ways that society holds itself together.

Description

In most African countries the issue at hand is that of political control and this is one challenge many scholars make a factor of instability. Politically, there lacks of a sustainable democratic tradition in African countries has hindered security. Madagascar, Zimbabwe and Lesotho are nations which have had political issues and the AU has not done much to stabilize and make peace. One can argue the aforementioned nations are solved by SADC and the Au just certified the efforts done by the regional block. It is argued by certain opposition parties that the AU has become a club of Heads of State to keep power against the will of the people. It is argued that although the AU over time. Claude Ake (2000) noted the centrality of democracy debate on Africa, questioning the feasibility of democracy in Africa. For Africa he identified the centrality of inclusion of all the people in sharing power and wealth. The key is to bring ordinary people at the centre and removing them from vulnerabilities that will expose them to the vagaries of oppression, exploitation and underdevelopment.

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In Africa it can be argued that most people leading conflict management are from one side and do not have neutrality in these matters. Scholars who commented on Zimbabwe (Moyo 2001, Campell 2003; Hammar, Raftopoulos and Jensen 2003) suggest that, the theatrical transitions in the country's political landscape can be attributed to; referendum that rejected the government's draft constitution; the mounting opposition to the ruling Zimbabwe African National Union- Patriotic Front party, the violent land seizures by the government loyalists, the lack of political will by the state to remove the unlawful land invaders, political violence before and after elections and the unending high levels of unemployment. Scholars also posit that the NPRC should pursue justice in a manner that seeks to attain accountability, truth recovery, reconciliation, institutional reform and reparations. However, (Eppel and Raftapoulos 2008) criticise that the global record of such commissions has been less than effective and satisfactory. They further explain the factors that contribute to the failure of commissions such as the NPRC which are lack of consultation, inadequate preparations setting high expectations and also lack of institutional follow up to support the processes of the commission. The appointment of Obert Gutu as a commissioner for the NPRC raised suspicious questions from the public. Issues of NPRC should be handled and represented by individuals who are non-political and who do not have their own agendas. It is important to unpack some key issues and challenges facing the justice and reconciliation question in Zimbabwe, given such a track record with other failed commissions.

The lack of community participation in conflict management is viewed as a way that makes the process challenging. A considerable number of innovativeness programs are launched without a strategy in place. In overall, they are initiated as a means of generating interest and gathering support for bigger plans which is the significant challenge in getting buy-in. The initiatives do not link with the organization's strategy. Embracing community engagement is an opportunity to create a roadmap with a broad buy-in to effect a desirable improvement (Sandberg & Aarikka-Stenroos, 2014). Therefore, in so doing, there is need for distinct milestones, timelines, and precise roles for each respective community members. Leaders fail to guarantee that goals are realistic and achievable such that resources and objectives are provided to meet the given timeline. Leaders are

encouraged to responsibilities, get caught up in buzzwords, or overwhelm departments with too much too fast. Hence, without being able to establish the innovativeness bearing and its return on investment, it becomes difficult to validate the people, time as well as resources required in order to embrace community engagement.

General Analysis

Conflict is difficult to define, because it occurs in many different settings. The essence of conflict seems to be disagreement, contradiction, or incompatibility. Thus, CONFLICT refers to any situation in which there are incompatible Goals, Cognitions, or Emotions within or between individuals or groups that lead to opposition or antagonistic interaction (Muyingi, 2013). The five levels of conflict are intrapersonal (within an individual), interpersonal (between individuals), intragroup (within a group), intergroup (between groups), and interorganizational (within organizations). Except in very few situations where the conflict can lead to competition and creativity so that in such situations the conflict can be encouraged, in all other cases where conflict is destructive in nature, it should be resolved as soon after it has developed as possible, but all efforts should be made to prevent it from developing (Jean, 2005).

For nearly fifty years after its formation, it was ostensible that the Union has not gone far in terms of meeting the goals and aspirations of its founding fathers hence, the need for change. Arora (1984) views that internal political rivalries, ideological differences and conflicting ties with major powers have further stood in the way of the effective working of peace mechanisms. One can note that peace and security is a challenge to maintain as it has emerged that since 1963 achieving continental security has remained illusory, while African continent has continued featuring chaos, coups, conflicts-intra and interstate, economic decline, political turmoil, cultural and social decadence (Ali Abdel Gadir Ali 2000). The numerous internal conflicts in states is a sign that the most conflict resolution mechanisms have not managed to uphold peace and have a firm grip on continental security and peace. One can argue that if a nation serious about peace and security the

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number of internal conflicts would be minimum and this was reflected by the African Union would be known for maintaining stability.

One major challenge is the lack of ethics in conflict management. The definition of **ethics** is that discipline of commerce with what is good and bad, with honest duty and obligation (Harris, 2004), which is also a set of honest principles or values in which these principles make a conduct of governing an individual or group (Webster's Dictionary). This aspect of ethics plays a role in our daily lives which helps us to build and become a better society, business or nation. Post-conflict Peacebuilding has assumed a significant place on the international agenda since the end of the Cold War. It is particularly important to Africa, where almost half of the 51 UN peacekeeping missions have been deployed in the post-Cold War era. Violent conflicts also damage the trust between individuals and the legitimacy of social institutions (Grootaert & Bastelaer, 2002). That is why the chairperson of the African Union Commission, Jean Ping, said that,

"Of the many challenges facing the African Union (AU) and Africa, the quest for peace and security is the most pressing".

The Nigerian participation in and leadership of the ECOMOG (ECOWAS Cease-fire Monitoring Group) intervention in Liberia in 1990 is used as an example of a regional operation being manipulated by one country to serve its own national interests (Ibok, 2000). ECOWAS is conceivably viewed as the best known of these organizations, having expanded a good quantity of international recognition through its immense peacekeeping efforts in Liberia and more recently in Sierra Leone (Powell, 2005). One can note that the means and way the regional block is fostering peace in the region by carrying out peacekeeping jobs and missions, the ethics are maintained by instilling them within the high level of ethical values. The way forward made by ECOWAS was through mechanisms that had ethical values that is the peace keepers and the committees being used.

Actualization

Population growth has remained the most controversial issue in global development debate in recent times. Improvement in health care, which has reduced mortality rate has also increased birth rate and longevity. Most of this increase in population is taking place in the Third World. This is because most of the countries of the Third World have population growth rates of 2-3 percent per annum. This is reflected in population projections of African countries. At 3 percent growth rate, it is estimated by the United Nations that the population of Sub-Saharan Africa will be 1.27 billion by 2025. Whitehead (1989:100) is of the opinion that,

"Such a population growth rate is quite out of step with current rates of increase in indigenous food production as well as exceeding any conceivable potential for improvement within existing agricultural strategies. Left to the process of natural selection the population explosion will ultimately be limited by wide spread malnutrition associated with even higher levels of infant mortality than those found at the present time."

Research has found a robust, positive relationship between population size and political violence (Raleigh & Hegre, 2009). They are, in order of their growth, Nigeria, the Democratic Republic of Congo (DRC), Ethiopia, and Tanzania (Hall, 2020). While population growth presents challenges as well as opportunities, it can also test the capacities of any state, and the increase in the population *"represents a long period of demographic de-stabilization"* (Dyson, 2013, 85). The dramatic population growth in most developing countries spurred concerns in the 1960s and 1970s that food production would not be able to keep up. Urdal observes that *"the gloomiest scenarios proved unfounded as food production has kept pace with population increases in most parts of the world"* and eventual decline in fertility rates has followed (Urdal, 2011).

Historically, population growth is linked to conflict. According to Acemoglu et al. (2020, p. 1,601) perceive, the large population growths in many low-income countries that surveyed the developments in disease prevention and healthcare of the 1940s *"contributed to an increase in internal violent conflicts, including civil wars and violent protests"*. They uphold that the difficult

is not so much that higher population will inescapably lead to more and greater conflict, but that *"population surges unaccompanied by corresponding increases in productivity or physical and human capital investments will do so".* Their analysis shows that the effect of population increase on social conflict is sizable and that population growth increases conflict related to natural resources but has no effect on conflicts unrelated to natural resources (Acemoglu et al., 2020).

Population development needs to be measured in its local context to correlate with any intra-state alteration and needs. Arguably, this is particularly pressing for countries with a history of ethnic conflict, as it has been established that when ethnic groups grow at diverse degrees, it may result in doubts of a shift in the often-delicate political balance, which in turn might prime to political instability and violent conflict. This has been the case in the civil war in Lebanon (Rustad et al., 2017) and uneven population growth can effect socioeconomic outcomes and Rustad et al. argue that *"situations of differential growth may be aggravated by differential developments in age structures, potentially leading to economic and social development in areas and among groups with favorable age structures, and slower development among groups with larger youth bulges and higher dependency burdens"* (2017, 493). This means that different groups within one state might knowledge uneven variations to their population buildings, and thus their access to demographic dividends might be delayed. In developed countries, where fertility rates have been declining consistently for decades, young people make up a relatively small share of the total population; at the same time, the share of people over age 60 is rising. High share of young people can present a challenge for both security and governance, but it can also offer an opportunity for economic growth if the region is able to harness the potential of demographic dividends that result from a demographic transition to a more mature age structure. For this to happen, fertility rates, infant mortality and, as a consequence, dependency ratios all need to decline.

The demographic transition can occur at variable rates within countries themselves, when different groups have significantly different fertility rates and thus grow and age at different rates. The "political volatility" and fast population growth of youthful minorities are key features in the

demographic security dilemma (Cincotta, 2011). The demographic security dilemma occurs when a state allows or fosters the political, economic, and social marginalization of an ethno-religious

minority group. Under conditions "where education, economic opportunity, and quality services are denied, poorly developed, or poorly accessed, ethno-religious minorities are likely to retain traditional gender relationships and local institutions that support high levels of marital fertility" (Cincotta, 2011). In effect, the more privileged, educated, and often urban majority will experience the transition to lower fertility more rapidly, while high-fertility minority groups typically found in neglected rural regions and impoverished urban neighborhoods usually maintain a young age structure and their population grows faster than the majority. Lack of policies aimed at integrating youth from these marginalized groups into the economic, social, and political mainstream tends to strengthen radical and traditionalist, or religious political organizations that can fill in gaps in local services and governance.

The main argument for why youth bulges create risks for violent conflict lies in the sheer number of individuals that make up the bulge. Relative to previous generations, the pool of possible rebel recruits increases. Existence of an extraordinarily large pool of youth is a factor that lowers the cost of recruitment, while also lowering the opportunities for youths in the cohort (Urdal, 2011). In addition, large youth cohorts stretch the limits of social institutions such as the labour, education, and healthcare systems. In short, youth bulges are likely to produce a more dissatisfied young population. The idea is that a large youth cohort leads to relative deprivation among young adults, pushing them to rebel in order to improve their social position (Urdal, 2006).

Discussions

Accordingly they are many situations in which people have to share resources and the scarcer the resource in the organization, the greater the chance for a conflict situation (Wilmont & Hocker, 2001). Resource scarcity pointers to a conflict because each person desires the same resources automatically destabilizes others who pursue their own goals. One can note that through inadequate resources may include money, supplies, people or information such as in The Redmond

Washington based Software Company may dominate several markets, but its staff members still disagree over limited resources (Mcshare & Glinow, 2008). Considering the company that installs a new computer for administrative and research purpose, at first, there is plenty of computer time and space for both uses. However, as both factions make more and more use of the computer, access becomes a problem, and conflict may erupt at this point. Interpersonal conflict is almost automatic anytime there is scarcity. Conflicts over scarce resources are exceedingly common in organizations. One can note that where the scarcity is absolute (the resource level cannot be enhanced) it is very difficult to manage interpersonal conflicts. As such if they are three qualified individuals for grander positions in the organization and there is only one such position, interpersonal conflict may develop to an unmanageable level.

Personality differences in which some people have a difficulty in getting along with each other. One can note that this can be purely a psychological problem and it has nothing to do with their job requirements or formal interactions. Through this it is possibly the most recognized and popular conflict which arises between two or more individuals. This is what most people secondary know as a conflict in an organization, and it can transpires because of alterations that occur between two people (Green & Charles 2012). Perceptions which take into consideration the varied backgrounds, experiences, education and training result in individuals developing different perceptions of similar realities. One can note the results being a growth in the likelihood of interpersonal conflict. Moreover, this conflict may take place between the manager and his bosses, supervisor and worker or between worker and worker, moreover, it may happen because of the differences over the objectives and goals of organizations (Kinicki & Kreitner 2008). This then shows that the causes of conflict have been done based on the goals or objectives in a working environment.

Clashes of values and interests make some conflict occur and that so frequently progresses like for example between engineering and manufacturing personnel shows how differences in values might underlie conflict (Green & Charles, 2012). One can note that followers of the engineering

department can place a quality on quality, sophisticated design and durability while members of the manufacturing department might value simplicity and low manufacturing costs. The causes that lead to this conflict are personality differences, perceptions (experiences, education, backgrounds and education), clashes of values and interests, power and status differences, lack of information, role in compatibility, stress and scare resources (Whetten & Cameron, 2012).

ECOWAS Heads of State and Government established a Community Standing Mediation Committee, which in turn created the ECOWAS Cease-fire Monitoring Group (ECOMOG) at its inaugural session. In Sierra Leone, by contrast, the ECOWAS Heads of State and Government did not formally approve of the ECOMOG force until some three months after its intervention (Berman and Sams, 2000). One notes that this committee was based on ethical values to maintain peace in the region which will be vital for progress. It can also be seen that the formation of the regional blocks to a degree was to maintain an ethical value amongst the developing states.

Conflict is characterized by perceived differences and negative emotional states. The issues in conflict can be thought of as tangible and intangible, as needs or beliefs. Conflict often results in destructive ends but it does not have to. Collaboration and compromise are usually available as alternatives in a conflict situation. Pursuing these ends in conflict is called conflict resolution. To manage conflict successfully, we propose that the negative emotions that accompany conflict be managed by the strategic use of reflective listening. The differences in needs that underlie the conflict can best be dealt with by interest-based negotiation. Solutions are found when conflicting parties surface the interest behind their positions. The problem solving process is used to allow the free creation of ideas that will best meet the needs to the two parties.

Another cause of conflict can be that it may transpire when a person in a group, works to accomplish a different goal than the others in the group. This conflict materializes at the organizational level (Barki & Hartwick 2004) and is regular that all groups, both formal and

informal, tend to create precise operational ideals and behavioral ideologies which are observed to by all members of the groups. A member may have social needs that oblige him to stay within his group, but simultaneously he may not agree with his group's goals and the ways required achieving such goals. One can also note that such conflicts may also transpire between leaders with their followers or between managers and groups of subordinates. Managers or leaders may take disciplinary actions toward group members, thus leading to conflicts with the group, which subsequently causes a decrease in the entire productivity of the organization (Borisoff & Victor, 1998).

Conflicts arise between different groups in an organization each seeking to accomplish their objectives, are called intergroup conflicts. Organizations are composed of interlocking networks of sections, work teams, departments, individuals, departments or groups. The individuals tend to form various groups when there is a demand for that (Green, 2012). Since conflicts happen because of inherent factors in the structure of organizations. Therefore, the intergroup conflict may not be too much naturally personal. For example, there are continuous and vital conflicts among the managements and unions. The conflict between line and staff organizations is one of the most popular conflicts (Kinicki & Kreitner, 2008). Substantive conflict refers to conflict based on the nature of the task or to "content" issues. It is associated with intellectual disagreements among the group members. In contrast, affective conflict derives primarily from the group's interpersonal relations. It is associated with emotional responses aroused during interpersonal clashes.

Violence alongside women has expanded worldwide acknowledgment as a serious social development and human-rights worry and considerable evidence establishes the necessity to discourse sexual and gender based violence (SGBV) in countries developing from conflict (Mutisi, Ogunsanya and Ettang 2011). International women's rights apparatuses such as the Convention on the Elimination of all Forms of Discrimination against Women (Women's Convention 1979), the Declaration on the Elimination of Violence against Women (1993), the Declaration of the Fourth World Conference on Women, Beijing (1995), and United Nations Security Council Resolution

(UNSCR) 1325, specifically denounce all forms of violence against women. As noted that women and girls pay a high price and are mainly viewed as victims of Islamist organisations, militias and government forces during counter-insurgency operations (Whetten & Cameron, 2012).

Years ago, the implementation of United Nations Security Council Resolution 1325 (UNSCR 1325) on Women, Peace and Security (WPS) was a landmark achievement. For the first time, the Security Council addressed the disproportionate and unique impact of armed conflict on women; stressed the importance of women's equal and full participation in peace and security, and called for the incorporation of a gender perspective in all areas of peacebuilding. In 2005, the Security Council called for National Action Plans (NAPs) outlining government approaches and courses of action for implementation of the WPS Agenda.

However, the enormousness of violence against women vestiges largely unknown because;

i) Many proceedings are not chronicled and

ii) Those that are recorded do not always deliver sex-disaggregated data on the victims or perpetrators of violence.

Nigeria is the epicenter for all types of violence in the region including violence against women. According to statistics 65% of all fatalities recorded since 2011 occurred in Nigeria and is principally due to the three major ongoing conflicts in Nigeria, in the Delta, Middle Belt and Lake Chad region (Dirks & Parks, 2003). The Boko Haram insurgency is often underestimated: over 6 times more people have been killed in the Lake Chad region than during the entire civil war in Mali that started in 2012. The two factions of Boko Haram are by far the deadliest insurgent groups, accounting for 20% of all violent events recorded in West Africa.

Studies of violence against women in conflict and post-conflict countries reveal that some of the most frequently mentioned forms of SGBV included structural forms of violence and direct violence. It is important to note that early and forced marriage and wife inheritance, in many of these societies, are often cited as problematic issues related to SGBV. Although these are

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considered traditional practices by some, such have been exacerbated by wartime experiences which tended to reinforce men's domination over women (Jok 2011).

13 out of 17 republics have established National Action Plans (NAPs) in West Africa. Ghana, Liberia, Mali and Nigeria have developed second- and third-generation NAPs, building on the work and lessons learned from previous plans. The NAPs outline the objectives and activities that countries take, both on a domestic and international level, to secure the human rights of women and girls in conflict settings; prevent armed conflict and violence, including against women and girls; and ensure the meaningful participation of women in peace and security (Wooldridge, 2010). The objective is to drive change in funding, programs, practices, and policy at the country-level. In this case one can note that women in these countries are seen as trainers and leaders during conflicts to help and protect others. Training and awareness–raising activities among security forces are required and it is seen in most Nigeria areas that the women lead on issues of sexual and gender-based violence as well as sexual harassment. This can contribute to building trust between communities and security forces - an essential part of peace building.

Women are also known to be perpetrators of violence over the enrollment of fresh members, the elevation of violent organizations' purposes or from end to end suicide bombings. This participation may be due to an assortment of influences, including the yearning for revenge or for redemption through individual sacrifice (Schindler and Verpoorten, 2013). One can note that because of poor living conditions, a lack of education and professional opportunities and broad marginalization of women in these areas in Nigeria as noted above make matters worse. In northern Nigeria, in particular, some women see Boko Haram as a way to liberate themselves from outdated laws and gain better access to religious teaching or a more equal share of inheritance than through customary law (Heudtlass, Speybroeck and Guha-Sapir, 2016). External military organizations have not created the conditions necessary to protect civilians, including women, thus far. While some involvements have led to temporary constancy, they have not led to a robust means of plummeting violence over the long term (Schindler and Verpoorten, 2013).

General Recommendations

Internal conflict in the larger social system, as amongst dissimilar groups within the society, releases hostilities, creates norms for distributing with conflict, and develops lines of authority and judiciary systems (Collins, 1975). According to Coser () they note conflict as instinctive for humans and a society must always cope with the psychological need of individuals to engage in conflict. This kind of conflict also creates pressures for society to produce norms governing conflict over time. In an external conflict the boundaries neighboring the group become stronger, the participants of the group practice greater harmony, power is implemented more proficiently, and the group tends to form coalitions with other groups (the more violent the conflict is, the more intensified are these effects) (Pruitt, 2001). Coser argues that conflict is instinctual hence it is everywhere in human society there is conflict of war and conflict found in daily lives and relationships. As such the external conflict groups elaborate involvement functional results if the conflict is violent the boundaries surrounding the group becomes stronger ,members of the group experience greater solidarity ,power is exercised more efficiently and the group tends to form coalitions with other groups.

Conflict theory is one which seeks to methodically explain the universal contours of conflict in society how it starts and varies and the effect it brings. The key strength of this theory is that it looks at social interaction which is the essence, in a struggle for control and the choices, individualities, and discernments rising from social exchange are permeated with conflict: 'this way, not that,' 'us not them,' 'mine not yours.' (Castells, 1996). This merging of contradiction with power results in fundamental inequalities permeating throughout all society. Despite this the theory notes specifically as well as through conflict theorists who see power as the central piece of civilization rather than discerning of society as held together by collective agreement regarding a interconnected set of cultural standards (Hobson, 2006). It emphasizes the social, political or material inequality of a social group. One can note that the critiques also highlight the broad socio political system and deviates from structural functionalism or ideological conservatism

(maintaining the status quo). Conflict acts as a means of socialization, through which mutual antagonism can enhance group solidarity and preserve social stratification.

One can note that peace and security is a challenge to maintain as it has emerged that since 1963 achieving continental security has remained illusory, while African continent has continued featuring chaos, coups, conflicts-intra and interstate, economic decline, political turmoil, cultural and social decadence (Reilly, B., 2001). The numerous internal conflicts in states is a sign that conflict resolution has not managed to uphold peace and have a firm grip on continental security and peace. One can argue that desire for power is what creates the number of internal conflicts which would be minimum if there was a mean of maintaining stability.

The structural theory endeavors to enlighten conflict as a produce of the tension that rises when groups compete for scarce recourses (Bellamy, 1999). The central dispute in this sociological theory is that conflict is manufactured into the precise ways societies are organized or prepared. The central argument in this sociological theory is that conflict is built into the particular ways societies are structured or organized. It describes the condition of the society and how such condition or environment can create conflict. Structural conflict theory identifies such conditions as social exclusion, deprivation, class inequalities, injustice, political marginalization, gender imbalances, racial segregation, economic exploitation and the likes, all of which often lead to conflict (Oakland, 2005). One can note that the theory is however wanting in its on-sidedness of seeing the sources of conflict. Thus it does not see the optimistic sides of ethnic or traditional multiplicity and the strength that a society may derive from pluralism hence seeing the flaws. The structural theory thus makes nous only when conflicts are observed from the comprehensive possible perspective, and only if the onlooker opts to ignore substitute cause of conflict (Folarin, 2016).

According to Dahrendorf (Richmond, 2012), conflict will vary by its level of concentration and violence. Conflict intensity mentions to the quantity of costs and contribution and one notes the cost of conflict is rather spontaneous; it refers to the money, life, material, and infrastructure that are lost due to conflict. Dahrendorf claims that power is the one unavoidable feature of all social

relations. Thus one denotes that Power is accurate, it is a fact of life. Universally this presents in all human relations but doesn't see the inevitability of conflict as part of human nature. This limited as it sees it rather as normal part of how we structure society and create social order. For Dahrendorf, conflict violence refers to how conflict is demonstrated and is basically restrained by the kinds of weapons used. Peaceful demonstrations are conflictual but exhibit an extremely low level of violence, while riots are far more violent (Schaap, 2009).

Conclusion

Institutions are vital in the maintaining of peace in companies and nations and this has seen the formation of the African Union and other regional blocs which play a role in maintaining peace through the use of various mechanisms to resolve conflict. The role ethics plays in this case is that these institutions have to show a standard of ethics as they operate and show that they are doing justice (Freire, 1972). One can note that Zimbabwe in 2008 had the political instability and the SADC bloc sent a delegation to address the matter and this was to establish integrity and way forward. It can be seen that there was instability and this was going to damage the nation and continent on peace. Hence the push for a dialogue was vital in that the regional bloc was seeking a peaceful way in resolving the conflict. This was through dialogue facilitated by the regional bloc and in this dialogue, ethics was key for it to be success. Dialogue across cultures, civilizations and diverse origins dispels,

"The ignorance of each other's ways and lives", which *"has been a common cause, throughout the history of humanity, of suspicion and mistrust between the peoples of the world through which their differences have all too often broken into war". (*Muyingi, 2013)

Thus, one can note that in dialogue ethics is key because it is a guiding human conduct in which Ethical guidelines act as the touchstone to make decisions where there is a dilemma. Using the stated example ethics was key because it was a guide and, in this case, it helps maintain peace in the nation and in Africa.

Peacekeepers are individuals who represent those institutions who wish to maintain peace be it the United Nations (UN) and their own countries. Their conduct during the peace keeping efforts seeks to be both positive and negative, which affects the success of the whole mission (Mabovula, 2011). One can note that ethics is something that is in the peace keepers themselves and they play a role in making sure that they execute their duties well. The UN embodies the aspirations of the people of the world for peace and through the UN Charter it requires all peacekeeping personnel to maintain the highest standards of integrity and conduct (Mabovula, 2011). Peacekeepers, whether military, police, or civilian, must comply with the guidelines on International Humanitarian Law for Forces Undertaking UN Peacekeeping Operations and all applicable portions of the Universal Declaration of Human Rights (UDHR) as the fundamental basis of all their standards of action.

In addition, peacekeepers are existing in the mission area to aid in the regaining of life from the trauma instigated by conflict. As a result, they must knowingly be prepared to accept social constraints in their public and private lives in order to do the work and to pursue the ideals of the duties done (Gyekye, 2010). Peacekeepers are accorded certain privileges and immunities through agreements negotiated between the host country and the UN solely for the purpose of discharging peacekeeping duties. One can take note that the existence of peacekeepers in a nation is vital in attaining peace in Africa such as in Western Sahara, DRC and even in Nigeria, the role ethics played is through the peacekeepers who maintain peace in the nation. In 2011, Africa hosted seven of the sixteen United Nations (UN) peacekeeping missions in the world. Also, the first five countries on the agenda of the United Nations Peacebuilding Commission, established in December 2005, are all African: Sierra Leone, Burundi, the Central African Republic (CAR), Guinea-Bissau, and Liberia.

At a mission, expectations of the world community and the local population will be high, and the actions of peacekeepers must be correspondingly high. Therefore, their conduct and actions will be closely observed (Gyekye, 2010). Ethics is essential requirement for continuance and existence of society with synchronization. Ethics is a multi-faced concept like environmental ethics calls for sustainable use of natural resources and generate a sense of duty to provide a healthy environment

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to upcoming generations (Mabovula, 2011). Ethics in personal life demands sense of fraternity and brotherhood. respect for elders and providing guidance to younger generation is a part of it. One can note that ethics in societal sense generate a sense of equality justice and non-discrimination. treating everyone is altruism and compassion.

The ethics of a society is embedded in the ideas and beliefs about what is right or wrong, what is a good or bad character. It is also embedded in the conceptions of satisfactory social relations and attitudes held by the members of the society. It also manifests in the forms or patterns of behavior that are considered by the members of the society to bring about social harmony and cooperative living, justice, and fairness (Gyekye, 2010). Generally, the term African ethics' is used to refer both to the moral beliefs and presuppositions of the sub-Saharan African people and the philosophical clarification and interpretation of those beliefs and presuppositions. African ethics before the colonial period encapsulates moral conduct in terms of attitude toward life, issues of human dignity and respect, and the understanding that an individual's humanity interconnects with the dignity and humanity of others (Mabovula, 2011; Muyingi, 2013).

African ethics is defined by Wiredu (1995),

"As the observance of rules for the harmonious adjustment of the interest of the individual to those of others in society. It is the conceptualization, appropriation, contextualization and analysis of values within the African cultural experience".

African ethics presupposes a regional ethics (Gyekye, 2010).

The role of ethics is paramount in attaining peace in Africa. They are cardinal principles like honesty, trustiness, perseverance, discipline lead to the peace of the continent well-being and zero conflicts. Rising crimes, conflicts over territory, power politics are due to lack of ethics (Grootaert & Bastelaer, 2002). Honesty, when it comes to trade agreements has become common now a days, like the rise of the African Trade Agreement. Trustiness when a public servant is appointed after rigorous procedure and given responsibility to serve the society. If the same servant involves in

unfair acts, not just loss on exchequer but also faith over public officials erode. One can argue that this is what leads to civil wars like in Rwanda and Uganda. Discipline a disciplined citizen will have his routine timely, keeps away from indulging nefarious acts, abides rules. Rebels are viewed to be indiscipline as they challenge the systems and do not abide to rules and laws of the land. By doing so, many in society will get motivation.

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