

Measures to Mitigate the Impact of COVID -19 in Nigeria: An Innovative Advancement Approach

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Abstract: *The Nigerian government has taken numerous health, social, and economic measures to mitigate the impact of COVID-19. However, some of the policy responses have weaknesses and are not commensurate with the magnitude of the problem. The Business growth and strategies for sustainability in pandemic disruption aimed at finding solutions to solve the problem of the spread of the virus which has penetrated from the underlying interconnectedness and frailties of globalization, catapulting a global health crisis into a global economic shock that has hit the most vulnerable the hardest, emerging from the natural environment and paralyzing our societies and our economies. The study seeks to identify the measures to mitigate the impact of Covid -19 in Nigeria as an innovative advancement approach. The COVID-19 pandemic has gravely wounded the world economy with serious consequences impacting all communities and individuals. Moving rapidly across borders, along the principal arteries of the global economy. This research focus on finding out the innovative advancement and approaches in the measures to mitigate the impact of covid -19 in Imo State, Nigeria. This article recommends, among others that, The world must seize the opportunity of the COVID-19 pandemic crisis to reinforce its commitment to implementing the 2030 Agenda and the 17 sustainable development aims by making progress on the global roadmap for a more inclusive and sustainable future, enabling the world to respond better. The paper concluded, in light of the COVID-19 pandemic, it is necessary to help large companies and institutions to enhance the health system response, such as pharmaceutical companies work with governments.*

Keywords: *Measures, Mitigate, Impact, Covid -19, Innovative Advancement Approach*

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Introduction

The combined effects of COVID-19 and low oil prices have put Nigeria in a precarious financial situation. Given the low oil prices, the brakes put on economic activity due to the lockdown, and a weak global macroeconomic situation, the economic condition in the country could worsen and

Nigeria will almost certainly require more efficient, equitable, and accountable use of domestic resources. There is also a potential scope for more international support than currently envisioned. As a result of increasing awareness among individuals, governments, institutions and countries in general, a new concept for development emerged taking the name of sustainable development that was the beginning of the crystallization of its lines at the Stockholm Conference in 1972 in Sweden. As it was announced that protecting and improving the human environment represents a fundamental issue related to the welfare of peoples, where discussions took place on the use of natural resources available to any country in order to achieve economic and social development without depleting the natural resources but rather preserving them so that they remain available for use for the future.

Sustainable development in its contemporary concept is no longer confined to one side but rather extended to include the social, political, economic, cultural and environmental aspects and its various activities, it is an interrelated process of sustainable activities according to an integrated approach based on justice and participation, as the concept of sustainability emerged closely with development in an attempt to expand the dimensions of development. Therefore sustainable development is very important requirement to cope the negative effects of COVID-19 pandemic crisis (Al Eid & Arnout, 2020). Sustainable development seeks to achieve the optimal use of resources in a manner that serves the members of society and in a manner that guarantees the rights of future generations and work to address all areas within society (water, health, food, services, education, income, awareness, institutional building, good governance, etc).

Funding the Covid-19 Response

According to the federal government of Nigeria, it will require \$330 million to procure medical equipment, personal protective equipment, and medicines for COVID-19 control. The government has committed to investing some of this amount, and financial commitments were also made by private, bilateral, and multilateral institutions to raise the remaining funds. The Nigerian state oil company has pledged \$30 million for the government's COVID-19 efforts. The European Union has contributed 50 million euros to the basket fund to strengthen the Nigerian COVID-19 response. In addition, the private sector in Nigeria, after being called upon by the governor of the Central Bank of Nigeria, established The Coalition against COVID-19 (CACOVID). It was launched on March 26, 2020 to help the government to control COVID-19 in Nigeria. CACOVID has raised over \$72 million, which will be used for the purchase of food relief materials and to provide medical facilities and equipment in different regions of the country.

The IMF approved \$3.4 billion of emergency support to Nigeria to tackle the economic impact of the pandemic. In addition, in order to alleviate the macroeconomic situation triggered by the sudden fall in oil prices, the Nigerian government has borrowed \$4.34 billion from the domestic stock market to finance its budget. The Nigerian government also plans to borrow another \$2.5 billion from the World Bank and \$1 billion from the African Development Bank.

In addition to mobilizing additional funding, the government should also increase the efficiency of its response to the pandemic. Making sure that regular health programs remain well-funded is even more important. For example, immunization financing must be maintained; drops in

immunization will have profound long-term impacts. The crisis is also an opportunity for overall integration of health programs.

At the federal level and in most states, evidence-based policies such as social distancing and “test and trace” approaches have been implemented. However, implementation has happened on a base of weak health systems, sluggish emergency response, weak accountability systems, and fragmented data and information monitoring systems. These weaknesses have led to implementation gaps. The federal government and the Central Bank of Nigeria have initiated programs to mitigate economic shocks. But, the financial packages rolled out will mostly provide relief to workers only in the formal sector. Similarly, social welfare schemes—such as food assistance and cash transfers—have been inadequate and inefficient.

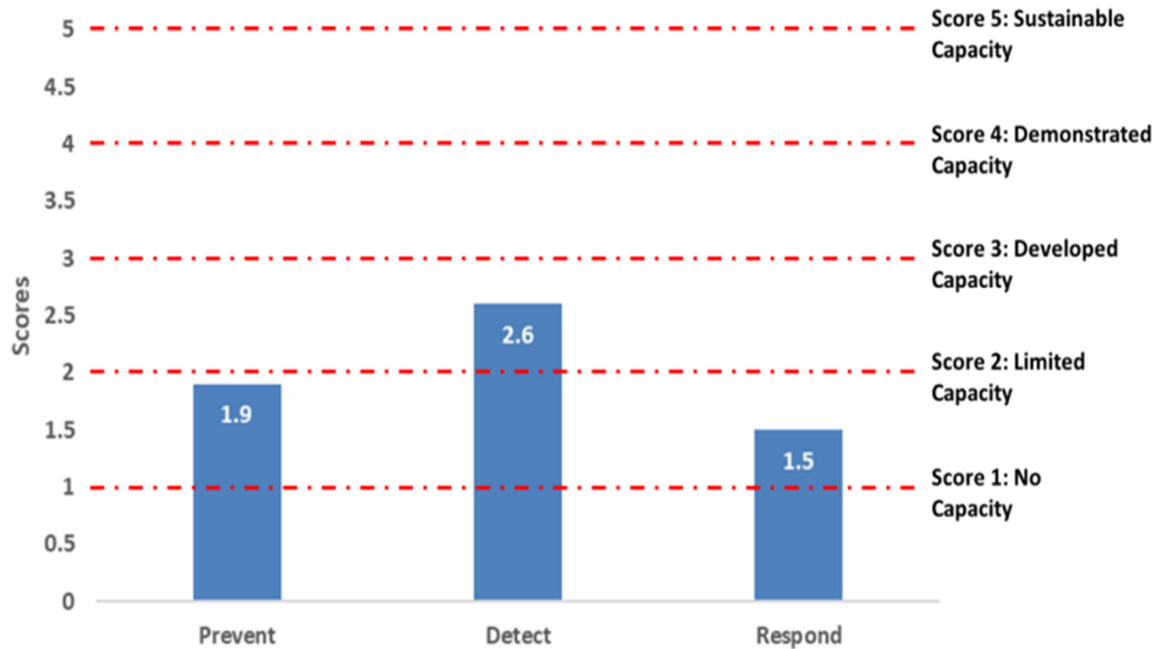
In light of the need to provide a detailed explanation of sustainable development, the report of the Global Committee on Environment and Development called the (Burnland) Committee was published in 1987 (Abdul Rahman, 2020). Where the committee issued its report entitled “Our Common Future” and the report included the definition of sustainable development and developed proposals on how to implement and define it as a development that ensures responding to the needs of the present generation while not infringing on the rights of future generations to live at a level equivalent to or agreeing to the present generation if possible. The committee's proposals were presented and approved by the United Nations General Assembly and the next step was to adopt the concept of sustainable development as a commitment by all countries (Osmani & El-Ghalia, 2020).

In 1990, the International Labor Conference approved the adoption of the idea of sustainable development as a basis for all the activities of the International Labor Organization and emphasizing the necessity of the proportionality of development policies with the coordinated use of resources. In 1992, a conference was held in Rio de Janeiro known as the “Earth Summit” in which reliance on sustainable development as a policy all countries are committed to it so as not to cause harm to the environment or human health and the economy as a result of non-rational works of natural resources. (Abu Al-Nasr, 2017). Sustainable development seeks to achieve awareness of human life and rational use of natural resources and try to keep them for a long period of time, and ensure the requirements of future generations (Osmani & El-Ghalia, 2018)

The country was better prepared in the **detect** category, with an average score of 2.6 across the 13 indicators in this category. This score shows that the country has developed some capabilities to detect new health risks through real-time surveillance, and laboratory capabilities to test the diseases. However, the sustainability of these capabilities is still in doubt. (Figure 1)

The country performed badly in the **respond** category, with an average score of just 1.5 across the 20 indicators in this category, suggesting that Nigeria has limited capacity to respond to a sudden health risk.

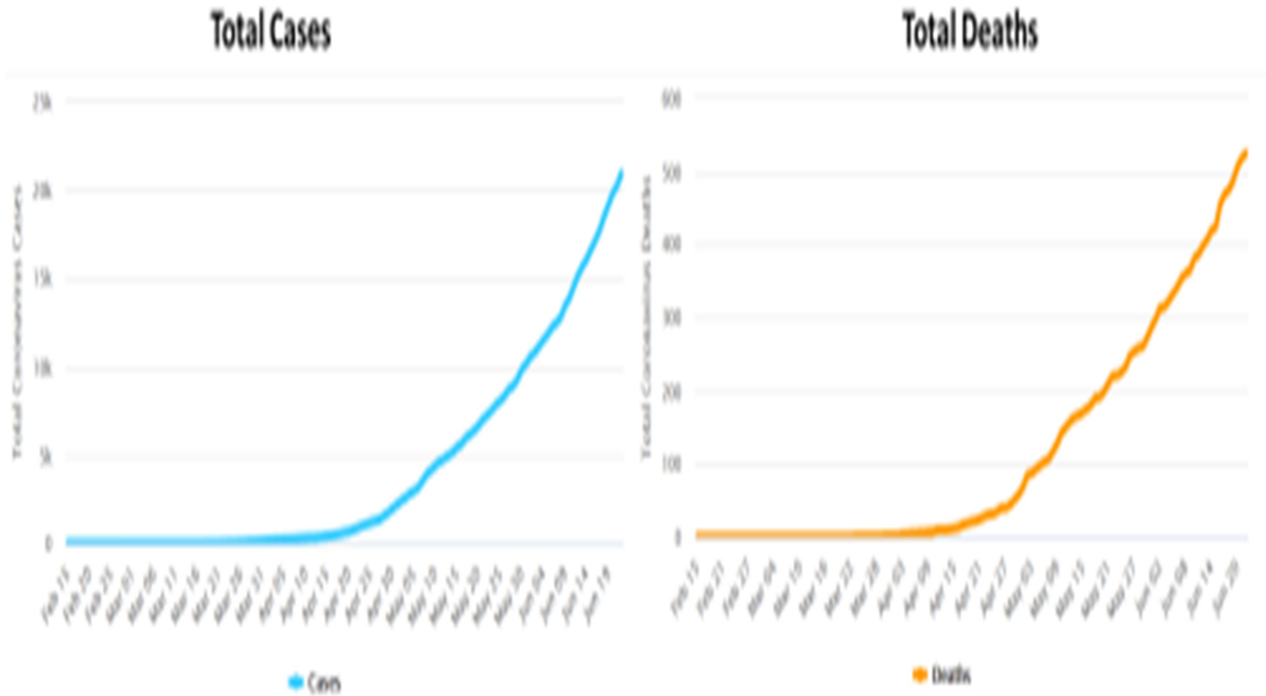
Figure 1. Nigeria’s average score on preparedness to tackle public health risks



Source: Authors, using data from World Health Organization (2022).

These scores suggest that Nigeria is not prepared to respond to the current COVID-19 pandemic. This is most obviously evident from the low testing rates for COVID-19 in the country. Nigeria currently has the capacity to test only 2,500 samples a day, and just half of these are actually administered each day because of the shortage of human resources, testing kits, and laboratories, and case definition for testing that prioritizes symptomatic cases and their contacts. As of June 30, only 138,462 samples had been tested in Nigeria for a population of 200 million; in contrast, South Africa—a country of 58 million people—has already conducted 1,630,008 tests. Nigeria had just 350 ventilators and 350 ICU beds for its entire population before the outbreak. In April 2020, the country acquired 100 more ventilators, but given the growing caseload, this will not be enough. There has been a continuous rise in the number of cases and deaths in Nigeria, and no flattening of the curve has yet been observed. (Figure 2)

Figure 2. Total confirmed cases in Nigeria as of June 22, 2022

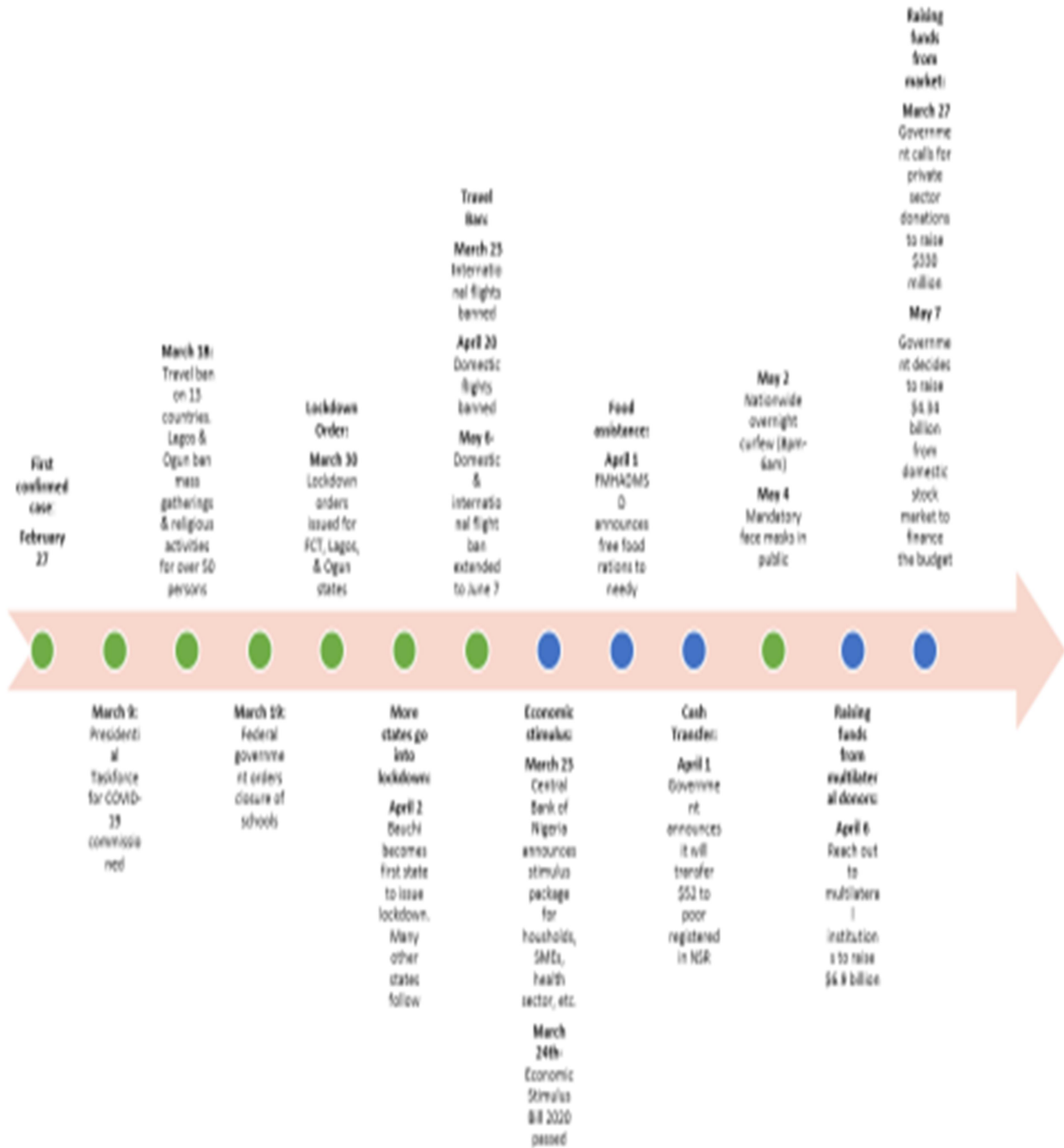


Source: World meter.

The three states with the highest number of confirmed COVID-19 cases are Lagos (10,510 cases, 128 deaths), the Federal Capital Territory (1,870 cases, 33 deaths), and Oyo (1,380 cases, 12 deaths). These states account for about 54 percent of total confirmed cases, and 29 percent of deaths. However, many of the northern, southwestern, and southeastern states are now seeing an increase in the number of cases, and as of June 30, 2020 there are more than 100 reported COVID-19 cases in each of the states of Ebonyi, Enugu, Imo, Oyo, Ogun, Kwara, Edo, Delta, Sokoto, Katsina, Kaduna Kano, Jigawa, Bauchi, Gombe, and Borno. The Nigerian government has taken numerous health, social, and economic measures to cushion the impact of COVID-19. However, some of the policy responses have weaknesses and, taken together, are not commensurate with the magnitude of the problem.

Important policy steps taken by the government of Nigeria

Green circles indicate public health policies; blue circle indicate social and economic policies



Note: FCT: Federal Capital Territory, FMHADMSD: Federal Ministry of Humanitarian Affairs, Disaster Management and Social Development, SMEs: Small and medium enterprises, NSR: National Social Register.

The major strategic responses by the federal government, their main shortcomings, and some ways to improve their effectiveness include:

The Economic Stimulus Bill 2020.

The House of Representatives passed the Emergency Economic Stimulus Bill 2020 on March 24 to provide support to businesses and individual citizens of Nigeria. The proposed law aims to provide 50 percent tax rebates to businesses that are registered under the Companies and Allied Matters Act so they can use this saving to continue employing their current workers. However, while the bill focuses on providing relief to formal sector businesses, 65 percent of Nigeria's total GDP comes from the informal sector, which also employs more than 90 percent of the workforce, and these workers need support to survive. Many businesses in the informal sector are unregistered so it will be difficult for them to get these benefits. These businesses are often supported by microfinance facilities. For the government to help, it will have to use small interest-free loans or small grants to these enterprises through microfinance facilities and other community-based channels. This will be even more important now that the country is considering a second wave of targeted lockdown.

Cash transfers.

On April 1, 2020, the government announced that it will make transfers of 20,000 Naira (\$52) to poor and vulnerable households registered in the National Social Register (NSR). Currently, the NSR has only 2.6 million households (about 11 million people) registered on its platform. The government hopes to increase this to 3.6 million households during the COVID-19 crisis. However, 87 million Nigerians live on less than \$1.90 a day. Therefore, the cash payments by the federal government will reach only a fraction of poor. Besides, Nigeria does not have a robust national information management system, making electronic payments difficult. This has resulted in many people in the NSR not receiving the money promised by the government. An immediate solution the government can explore is to provide prepaid debit cards to the poor. This can be done at the community/ward level to ensure that the cards reach the poorest. Of course, this is a stopgap solution, and more effective measures like direct bank transfers need be strengthened. But people need a Bank Verification Number (BVN) to open a bank account, and obtaining a BVN requires a valid national ID or international passport, which many Nigerians do not have. Currently, only about 40 percent of the Nigerian population have bank accounts.

Central Bank of Nigeria stimulus package.

The CBN's stimulus package offers a credit of 3 million Naira to poor families impacted by COVID-19. However, the loan requires collateral and is not interest-free. The loans could be made available free of collateral to poor households or just require signed guarantees by community leaders. The loans should be available at a low interest rate with long moratorium and repayment period. Moreover, not many poor households and businesses in the informal sector know about the available economic packages and policies implemented by the government.

Food assistance.

After President Buhari imposed the lockdown in Lagos, FCT, and Ogun states on April 1, 2020, the Federal Ministry of Humanitarian Affairs Disaster Management and Social Development announced that it will provide food rations to vulnerable households in these states. The extended lockdown has led to people facing hunger in many regions of the country. The government has not been able to provide food support to everyone who needs it, as the distribution system is marred by corruption and opaque accountability. The government has to improve transparency and accountability in the food ration distribution system. It should also make sure that middlemen do not have excessive control. The government could use the system of house marking used in the polio campaign (in which houses visited by vaccinators are

marked) during food distribution, i.e., putting a mark on those houses where food has been distributed. The Ward Development Committees can also be used for distributing the food rations. The government could also better use technology to plug leakages, track rations, and reduce corruption.

The Concept of Sustainable Growth

Sustainable growth referred to the development that not only leads to economic growth but also the necessity of a fair distribution of its fruits, which renews and does not destroy the environment. This type of development is of great importance to the poor, as it guarantees them a role in decision making and in the areas that affect their lives, it is for people and nature, the advancement of the position of women in society, and sustainability in its broadest sense is an issue of a fair distribution of development opportunities between the present and future generations, and if sustainable development is the process of expanding the group of people's choices, then sustainability is the development of a person and his capabilities, whether man or woman (Ashami & Nuri, 2019).

Sustainable growth as not harming the productive energy of future generations and delivering them to them in the same situation that the present generation inherited and pointed out that sustainable development is not limited to the resources consumed and inherited only for future generations; rather, through adequate guidance to the quality of the environment and the total production capacity of the economy, including technical equipment, factories, and the knowledge structure (Al-Jawarain, 2019). Sustainable development is also defined as “a pattern of progress whereby the needs of the present are met without being at the expense of future generations or weakening their ability to meet their basic needs” (Salem, 2017).

Sustainable growth in the general and comprehensive concept is a comprehensive activity for all sectors regardless of whether it is in the state or in organizations or in the public or private sectors, as it works to develop and improve the conditions of reality through a set of processes that depend on the study of past experiences and scientific developments in this regard from in order to change reality and understand it to make it better, and establish a set of plans and strategies for future planning, and work to exploit human and material resource.

The world received a strong shock due to the COVID-19 pandemic crisis, and a major question arose about its impact on sustainable development and its aims. Should the virus slow the sustainability process or could it give it a push forward? In this context, a UN report entitled “Joint responsibility and global solidarity.” This question is in addition to how to contain this crisis and what role can decision makers, companies and donors play to contain the crisis and maintain the march toward the sustainable development aims, and work to overcome the virus crisis that had multiple social and economic impacts, The report illustrated the impact of the COVID-19 pandemic on nearly 13 of the 17 sustainable development aims, and tragically risked this pandemic with decades of progress in fighting poverty, exacerbating high levels of inequality within and between countries, as well as societal fluctuations in some countries (Al-Ghobashi, 2020).

From a local health crisis in the Chinese city of Wuhan to a global economic, social and environmental crisis, which exceeded in record time all geographical boundaries, that is what quickly and widely produced COVID-19 pandemic has spread to all the inhabitants of the earth,

this pandemic that showed the value of the close relationship that connects the three pillars of sustainable development: economic, social and environmental, as well as the need to produce a new global development model that aims to change the lifestyles of individuals and society during the period after the time of COVID-19.

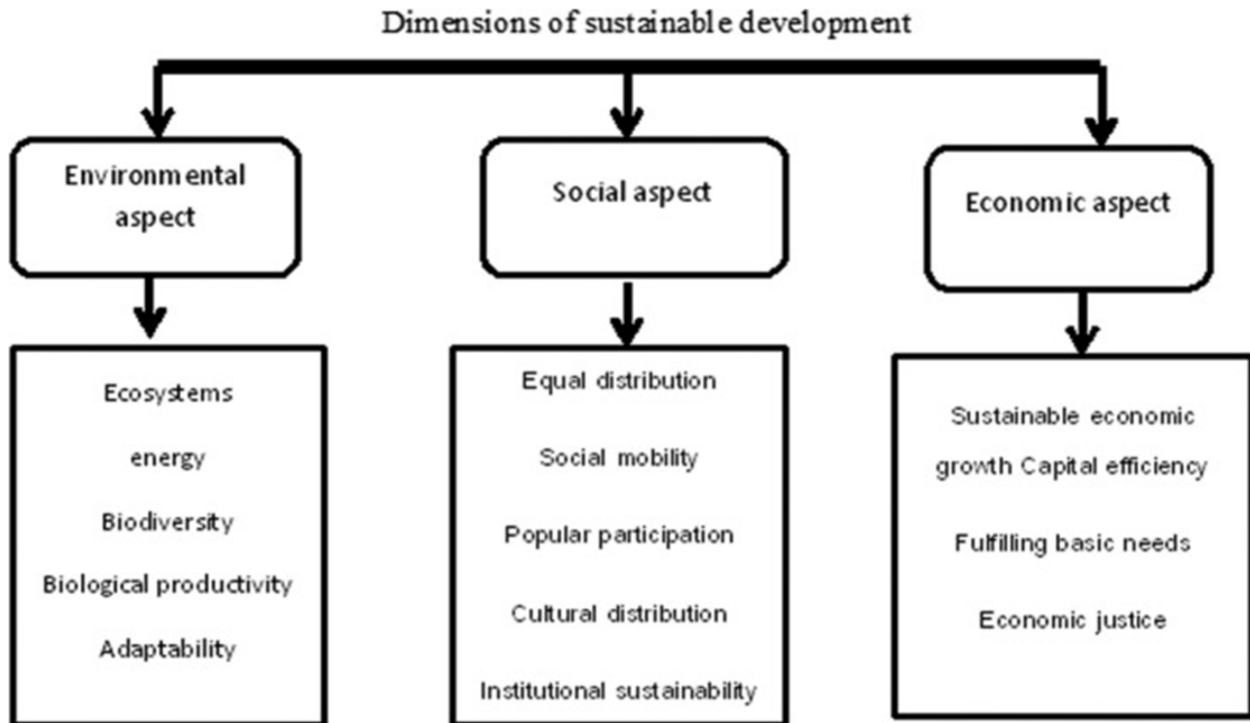
It is a multifaceted crisis that requires working for a more sustainable future, so there can be no sustainable economy without protection social and health for people and the environment, and this is the basic principle of sustainable development that was embodied in the 17 sustainable development aims adopted by the United Nations (Benabo, 2020). As a result, the necessity of reconciling developmental issues with environmental and social issues has become a concern that haunts all of humanity, for example, how to achieve economic development with minimal pollution and environmental damage and with minimal consumption of natural resources and achieving social justice has become one of the requirements that must be taken into account when designing the development policies of countries and has become thinking about the necessary solutions to environmental and social problems (Abdul Rahman, 2021).

Based on the foregoing, we find that there are several means and requirements for containing crises (Al-Ghobashi, 2020; Ashami & Nuri, 2019; Benabo, 2020; Hussain, 2018) including the global pandemic crisis of COVID-19, through activating sustainable development, among the most important of which are:

1. Every country must move toward cooperation with the public, private and civil sectors from the beginning.
2. Employ the world's most unprecedented health and collaborative response, especially in the light of the COVID-19 pandemic, where spending on the health system must be increased immediately to meet urgent needs and increase demand.
3. Stronger support must be provided to multilateral efforts to suppress transmission of COVID-19 virus and emerging diseases under the leadership and supervision of the World Health Organization (WHO) whose calls must be fully met, and scientific cooperation in the search for vaccine and effective treatments must be strengthened through initiatives.
4. Doing whatever is possible to mitigate the negative effects on the lives of millions of people, their livelihoods and the real economy, and this means providing resources directly to support workers and families, providing health and unemployment insurance, increasing social protection, and supporting companies to prevent bankruptcies and job losses.
5. There is now a need for a wide-ranging, coordinated, and comprehensive response by monitoring at least 10% of global gross domestic product or more than ever before. The COVID-19 pandemic crisis is global and it is in everyone's interest to ensure that developing countries have the best opportunity to manage this crisis.
6. It is necessary to learn and benefit from the COVID-19 pandemic crisis and to rebuild better. If the world were more advanced in achieving the sustainable development aims and the Paris agreement on climate change, it would have faced this challenge better with stronger health systems.

7. The United Nations must be committed to supporting all governments and working with its partners to ensure that lives are saved first and foremost, that livelihoods are restored, and the global economy and the people it serves out of crises they suffer from, such as the COVID-19 crisis, this is the logic of the employment contract to achieve aims.
8. In light of the COVID-19 pandemic, it is necessary to help large companies and institutions to enhance the health system response, such as pharmaceutical companies work with governments.
9. Charities around the world have a unique ability to quickly put research resources and capabilities beyond the most challenging aspects of crisis management, including the COVID-19 pandemic crisis, challenging.
10. The implementation of new development policies should not negatively affect the implementation of the policies that preceded it, or withdraw affiliation and support from them, or change attitudes toward them, and when any differences in policies or methods emerge, it must be stopped and dealt with before the problem and harm occurs.
11. Harnessing the enormous potentials provided by information technology in order to bring about sustainable development including comprehensive economic, social and environmental, through the promotion of research and development activities to enhance the technology of new materials and information and communications technology.
12. Educating and sensitizing society through seminars, conferences, and all media with a culture of fighting all kinds of corruption as one of the important reasons behind the waste waste of resources and financial allocations that can be used to finance development channels.
13. Promoting the education sector while conducting radical treatments for the institutional framework, which includes the necessity of renewing the educational system to reach the stage of widening the scope of educational education that will support and develop those institutions and focus on achieving economic and social aims for education, training teachers, and adapting school curricula in a manner compatible with reform. Achieve rational use of natural resources and reclaim agricultural lands by allocating the necessary resources for that, and involve the private sector in this task through specialized companies that are required in their work to comply with health environmental requirements, and provide continuous monitoring of air quality, in order to conduct a continuous assessment of the conditions of air pollution.
14. Drawing a socio-economic-environmental strategy for the community through which knowledge of the economic, social and environmental reality, and the extent of its impact on the process of community development supported by data in helping researchers to carry out their studies tasks and put forward their future perceptions of community development.
15. Combating crises in general, and the COVID-19 pandemic crisis in particular, requires effective partnerships between governments, the private sector and civil society at the global, regional, national and local levels, which is what the United Nations seeks to achieve by activating the seventeenth development aim of the sustainable development aims.

16. The world must seize the opportunity of the COVID-19 pandemic crisis to reinforce its commitment to implementing the 2030 Agenda and the 17 sustainable development aims by making progress on the global roadmap for a more inclusive and sustainable future, enabling the world to respond better.



Source: Dimensions of sustainable growth, Benabo, 2022

During the first sustainable development forum held in China in October 2019, in which more than 160 countries, international bodies and economic companies participated, the United Nations Secretary-General Antonio Guterres called in his message to the participants to the necessity of working together, uniting efforts and reorienting the global economy and the financial world for the benefit of all, as well as the achievements of China in the field of sustainable development and the progress made in improving the lives of the Chinese people (Benabo, 2021).

In fact, it can be said that one of the most important features of China's experiences and achieving sustainable development and reaching what they are now is the gradual implementation of reform, that is, defining the relationship between reform, development and stability on the basis of “development concepts” compatible with the requirements of the times, in a developing, transitional state typically, like China, the major changes that reform brings will affect its old social structure and its social stability. Here it must be emphasized that reform is based on stability and its aim is development. The Chinese approach to openness and reform adhered to the principle of establishing stability first, or as the leader said the late Deng Xiaoping: “Stability exceeds everything,” and this helps to reduce unrest and maintain social cohesion. On this basis, the Chinese government has endeavored to achieve development and

promote stability through reform and sustainable development, which has achieved balance and harmony between stability, development and reform. (Ping, 2017).

Another key to China's experiences is strong government seeking development, and leaders with deep in sight and sound policies. Here, the developing country that needs to transform its development mode should unite its people and focus national power to advance economic, social and political reform on a regular basis, so it needs a strong government in a certain period and in certain areas, it has strong political power and the ability to manage effectively (Ping, 2017).

To this effect, China will transform from a developing country that suffers from many problems and crises to a country that possesses the elements of real sustainable development and is able to solve its problems and crises and contain them, but rather the competition of developed countries in the areas of development and progress and provide support and assistance to the countries of the world that need help and expertise, and the Chinese experience in the field of facing and containing the pandemic of the COVID-19 crisis is a good example of that.

Impact of Coronavirus Disease on Economic Conditions

The interdependency of overall prosperity and integrity of health emphasizes human dependence on the state of the economy. Econometric analysis of the world's economic growth rate shows that the current pandemic has led to widespread health crises and economic damage. According to [Haider et al. \(2020\)](#), the economic situation depends on the GDP rate helping to affect economic recovery measures. Global economic crises due to COVID-19 reveal economic decline. Moreover, the report by [Allcott et al. \(2020\)](#) highlights the declining economy related to fluctuations in GDP rates. In the current scenario, the GDP rate has shrunk by approximately 4.2%, the first time for a pandemic ([Fetzer et al., 2020](#)). Another report estimated that a difference of 7% is projected in the coming period if the same conditions continue ([IMF Blog, 2020](#)). Additionally, there will be a considerable number of further crises if the IMF faces losses. The overall rates of advanced economies like those of Europe and America have declined the same as emerging economies ([Kang et al., 2019](#)).

COVID-19 impacts global trade and investment. In Fernandes' view (2020), changing global trading volumes can be observed, and all industries are eventually affected by the pandemic. The World Trade Organization (WTO) supports this view ([WTO.org, 2020](#)). Its graphs represent the changes in the average value of trade, which includes a contribution by the IMF to change the economic outlook, which, in turn, relates to growing global poverty and declining living standards ([Bastola et al., 2020](#)). GDP growth projections make it apparent that living standards are heading to extreme poverty at an increased rate. Subsequently, this negatively affects the economy, as it leads to economic crises.

[Chandler \(2020\)](#) reports that COVID-19 has impacted labor by 68% in just 2 weeks, which signifies the loss of many jobs and directly increases stress levels. The highest unemployment rates are in Asia, Europe, and America. In Asia and the Pacific regions, unemployment rates have headed toward a decrease of 4.5%. In America, Europe, and Central Asia, it is 10.5%. Apart from this, fluctuations in trading sectors have led to a decline in manufacturing, textile, cosmetics, and many more industries. According to [Iacus et al. \(2020\)](#), COVID-19 has enormously impacted the income ratios in developed and developing countries. A shift in fiscal policy packages has been assessed across 162 countries. It was distributed as Austria (~17.80%

of GDP), France (~15.30% of GDP), Qatar (~13.00% of GDP), United States (~10.50% of GDP), and Australia (~9.70% of GDP). Monetary stimulus packages across these 162 countries were distributed as Bahrain (26% of GDP), China (14.14% of GDP), Germany (12.49% of GDP), and the United Kingdom 9.09% of GDP; Sarkodie and Owusu, 2020).

Impact of Coronavirus Disease on Environmental Issues

Along with the impact of COVID-19 on economic conditions, there is an environmental impact, which Cartwright et al. (2020) discuss. The COVID-19 situation impacts global emissions, especially in relation to the release of emissions into the atmosphere. The lessening of CO₂ emissions relates to the effect of COVID-19 on human development, which in the view of Bastola et al. (2020), led to the 2020 financial crisis. The restrictions on human development and declining rates of change evolved along with the loss of environmental degradation. It was observed that in Asian and European countries, the extent of the ambient particulate matter has declined significantly (Gautam and Trivedi, 2020; Kasha, 2020). Urban and industrial areas have less carbon monoxide and aerosol in the present situation (Gautam and Trivedi, 2020; Holthaus, 2020). These environmental gains mirror the losses in the fields of health, education, income, and trade (Bai et al., 2020).

Impact of Coronavirus Disease on Political Issues

The coronavirus's impact can be observed politically when lockdown and self-isolation result in reduced export and import rates. In the current situation, it is difficult to carry out activities designed to run the economic wheel (Haider et al., 2020). Furthermore, there has been a considerable shift in the policies and strategies related to economic policies. On the industrial level, there has been a decline in line with industrial restriction. Even though support is being provided for business opportunities to deal with the COVID-19 pandemic, there are still restrictions on mobilizing current development. According to Bastola et al. (2020), political parties have provided funds and highlighted financial support to ensure people's survival during COVID-19. Moreover, the impact of lockdown, isolation, and rescheduling, as well as the spread and fear of the virus, have resulted in new political perceptions.

Impact of Coronavirus Disease on the Global Economy

According to Moti and Ter Goon (2020), global economic integration is required to deal with the implications of the coronavirus pandemic. A balanced partnership between the public-private sector, which takes into account the contextual economy and health system, and is specific to each country's situation, will help national as well as international health and economic recovery. The world's total GDP depends on the economies of separate countries; China's economy is the largest contributing economy, and the United States', the second largest. Due to COVID-19, most factories are moving toward closure and stopping the production of goods. This lack of production of goods and services has a great impact on the consumers, and no significant purchasing practices have been recorded since the spread of COVID-19. In the same context, declining sales are forcing the international market to face the situation. Brands like Apple, Toyota, Jaguar, Land Rover, and many more are facing the loss of investors and consumers (Ahmad et al., 2020). According to Qiu et al. (2020), Hyundai has shut down its

business services and supply operations due to a lack of consumer purchases. Starbucks has shut outlets as consumers cannot purchase. A reduction in the import rate of oil by China resulted in a decline in international oil prices. Multiple uncertainties have been observed in the consumption of smartphones as both demand and supplies are worsening. The car production company, S&P, has faced declining purchases ([Ahmad et al., 2020](#)). The aftermath of COVID-19 will thus impact the global economy. According to an IMF report ([IMF, 2020](#)), the issues related to the current pandemic will restrict the global economy. Overall sustainable development criteria are expected to collapse. The distribution of economic policy globally in response to COVID-19 was conducted across 166 countries. It demonstrated that the United States is at the top, followed by Sweden. There are few countries with no economic policy such as Kazakhstan, Ukraine, Yemen, Liberia, and Denmark ([Sarkodie and Owusu, 2020](#)).

Organizational Survival Envisioned by Human Resources during the Pandemic

During the outbreak of the coronavirus, management styles need to be changed to tackle operations and reduce the chances of a crisis, according to [Ågerfalk et al. \(2020\)](#). This includes consideration of online management, as online networks can help organizations survive. In Donald's view (2020), there are two major types of organizational arrangements: traditional and a new post-pandemic system. The traditional structure (pre-pandemic model) has existed during the past five or six decades. However, its demerits were clearly evident during this pandemic. It lacks clarity when defining roles and responsibilities. There is a disparity in outcome attainment, and system working-conditions are less efficient. Although power allocation is part of the matrix structure, in a crisis, it can lead to instability and loss of control ([Roome, 2011](#)), resulting in an inadequate organizational structure. The new-age model (post-pandemic) focuses on the innovation, knowledge, and better required skillsets ([Guan and Huang, 2014](#)). Organizations that are quickly adaptive build creativity and possess a sharing attitude will be in a better situation to manage its employees post-pandemic. The old models based on power and control need to shift to a more open, flexible, and modernized culture.

In the current situation, typical hierarchical organizations will not result in better outcomes as the approach to allocate power and authority to a specific group will restrict working conditions. Human resources (HR) has envisioned a new model, using distributed leadership, innovation, and continuous training to adapt to the changing times ([Hu, 2014](#)) to obtain effective results. According to [McConnell's \(2020\)](#) study, organizations with networked, hierarchical, distributed leadership styles, cross-training practices, and flexible guidelines using survival techniques to tackle COVID-19 conditions.

Support of World Trade Environmental Infrastructure to Tackle COVID-19

The impact of COVID-19 is not limited to sustainable development, as there are challenges associated with global trade management. According to the United Nations Environment Program ([United Nations Environment Programme SUNEP, 2020](#)), trade is essential for saving livelihoods and increasing economic cooperation. Whether it is related to COVID-19 or typical situations, trade infrastructure boosts the confidence level of operations and allows improvement of the transparency of environmental trade infrastructure ([Deshmukh and Haleem, 2020](#)). Other than this, multiple actions and procedures need to be followed for the management of the COVID-19 situation ([Hishan et al., 2020](#)). With support from world trade's environment infrastructure, there is an opportunity to supply food and health products. This may help organizations to avoid unnecessary export and import practices. Development in world trade's

environmental infrastructure helps ensure public interest and government support to effectively analyze the development choices. Gilbert et al. (2020) confirm the importance of world trade environmental infrastructure to boost the confidence level and increase the transparency of economies. Deshmukh and Haleem (2020) consider that the transparency of shared strong data or collections of information contributes to supporting the managed infrastructure required for COVID-19.

When West Africa suffered from a massive outbreak of the Ebola virus, it led to a high death rate and affected the country at numerous levels (Smith et al., 2019). Socio-economic disparity, slow growth rates, shortage of food, and loss of businesses and jobs resulted. We are facing a similar situation presently, which demands that the health, economic, and environmental policies should be modified so we can recover from this crisis and collaborate in the future efficiently (Smith et al., 2019).

Critical uncertainties defining the next normal

More recently, a third “reopening” phase has started to take shape as countries seek to safely end shutdowns, stabilize economies, and hasten growth. In our model again, we refer to this phase as “the dance” because it will likely involve us doing the quickstep with the disease, reopening but then potentially shutting down to keep infections under control. Already, we are seeing wide variations in some of the places looking to reopen. In the UK, for example, along with some US states, infection curves have not yet been hammered down. In others where the virus has been suppressed, the risk remains that it will reappear.

This third phase is what will give shape to the next normal. To understand what that might look like, we worked to identify seven critical uncertainties that have emerged along with the virus. For example:

- How timely and effective will suppression be?
- Will healthcare capacity cope with the peak and beyond?
- How will we go back to work, within and across countries?
- How quickly and broadly will the economy recover?
- What are the economic costs of the shutdown and how successfully will they be mitigated?

Three paths to the future

Crucially, it is the interplay of these uncertainties that will determine when and how a country reaches a next normal. Analyzing that interplay, three different paths to the future emerge, each representing a crisis of a different depth and duration.

1. the most optimistic scenario assumes that things go mostly right: people maintain social distancing, the virus does not return later in the year, immunity persists and economic policy is

effective. Re-opening begins in mid-summer, allowing a path to the next normal to begin by spring 2021 and a vaccine arrives enabling the economy to return to growth.

2. In the second scenario, the virus persists and a second wave resurgence in the winter requires another lockdown, causing a much more severe economic recession. A vaccine is available by mid-2021, signaling reopening and steps toward the next normal.

3. In the most pessimistic scenario, the virus resurges in a giant second wave, as large as what we have seen in the worst-hit areas to date. The lengthy lockdown that is required leads to a long and deep recession with profound societal impact. With no vaccine becoming available, no new normal arrives. Instead, a “COVID normal” emerges, with continuing waves of the virus, persistent economic uncertainty and deep societal unrest.

Business and government leaders can use the axes we have developed in our scenario planning materials, layering in details of local dynamics and policies in response to each of our seven critical uncertainties, to help them think through how the next normal may play out in their specific situations.

Recommendation

1. At the present time, sustainable development includes all the necessities of life necessary for the members of society, including health, education, a clean environment, economic prosperity, strong political institutions, good governance, and so on.
2. Sustainable development works to guarantee the rights of future generations without compromising or harming the rights and needs of present generations.
3. If sustainable development is to be truly achieved within countries, sustainable development will enable it to confront, contain and overcome crises.
4. The COVID-19 pandemic highlighted the urgent need for sustainable development as an effective tool to eradicate that pandemic, as China's containment of the COVID-19 pandemic was not by chance, but rather as a result of the existence of a truly sustainable development that has inclusive all dimensions.
5. China has demonstrated the importance of sustainable development in the face of crises during the COVID-19 pandemic, as it managed, in record time, to achieve progress in containing the pandemic by harnessing the elements of its sustainable development to contain and eliminate that pandemic.
6. All decision makers in the countries of the world must work hard and truly to be able to achieve actual sustainable development as it represents the main key to contain the occurrence and emerging crises.
7. The natural use of natural and human resources and energies must be optimized and invested in the optimum way and not to be wasted.
8. Sustainable development is an ongoing process, so decision-makers in the countries of the world must continue this process and not make it a temporary, phased process in a way that guarantees the requirements of future generations.

9. Countries that are moving toward achieving sustainable development should avoid harm to the environment or other countries, through their use of clean energies to reduce waste, gases, carbon and pollutants emitted from traditional energy sources such as oil and gas.
10. Focusing on the scientific aspect and developing it to serve all segments of society, as education works to strengthen and promote the process of sustainable development, as it makes all individuals and all their specializations able to provide the skills they have acquired in the service of building the sustainable development process.
11. The necessity of benefiting from the Chinese development experience, which transferred China to a qualitative shift and transformed it from a developing country that suffers from many problems and crises to a developed country capable of facing and containing crises on the one hand, and providing assistance to other countries of the world in order to rid them of their problems and crises on the other hand, as is the case during the COVID-19 pandemic.
12. The containment and control of the COVID-19 virus is something that can be achieved if the response plans are followed seriously and precisely, and all of this requires in the end result the availability of the ingredients and requirements for sustainable development.

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