

COVID-19 the Cause of Development Crisis A Theoretical Conceptual Framework for the Impact of COVID-19 as a Cause of Development Crises in Some Developing Countries

Abdulkhaleq N. Qader

Business administration department, Shaqlawa technical college, Erbil Polytechnic University, Erbil, Kurdistan Region - Iraq

Abstract_ With the increasing of environmental changes, countries found themselves facing a torrent of development crises that poured into them, which led to an increase in the challenges that these countries must face on their way towards achieving comprehensive development. Developmental crises continue to appear in various forms and types unexpectedly, or are preceded by some obsessions and signs, and the crisis may become part of the historical legacy of a society, which transferred from generation to generation. The major role in the process of organizing for development crises and find a solution if they occur, and ensuring their demise and the fading of their short and long-term effects, lies on the administrative bodies in any country. Within the main cause of the development crisis, especially in those countries that live in environments full of fluctuations and uncertainties. This study attempts to research the economic, social and security repercussions of the Corona crisis. It is necessary for human and political security to monitor strategies to confront this risky crisis, and many issues have been raised, foremost of which is the indirect causes that have increased the risks of this epidemic. Here are the strategies that helped and assisted in its spread with such intensity and speed, and what are the effects and policies of countries and the international system. This study concluded that despite the pivotal role of some developing countries in facing the Corona crisis through the government support strategy, this role remains limited in effectiveness unless these strategies are largely based on the participatory nature of crisis management at the national, regional and even international levels. The fact that humanity shares the same fate on the one hand, and on the other hand, due to the intertwining of the international system in many areas.

Keywords_ Development-crisis, Development-crisis management, Corona virus (COVID-19)

INTRODUCTION

With increases of environmental changes, developing countries found themselves facing a torrent of development crises that poured them, whether due to internal or external factors, which led to an increase in the challenges that these countries must face during their path towards achieving comprehensive development (Wade R,1998). Developmental crises continue to appear in various forms and types, suddenly, or they are preceded by some premonitions, and the crisis may become part of the historical legacy of the society transmitted from one generation to another (Sarker et al.,2019). The biggest role in the process of preparing for development crises, addressing them if they occur, and ensuring their demise and the fading of their short and long-term effects falls on the administrative bodies within any developing country (Malliet et al., 2020), However, this process requires strenuous efforts represented in mobilizing all the resources necessary to manage the crisis, especially if it is of a chronic type (Darling, J. R,1994). Even the sudden type crises, require precautionary measures from administrative bodies in the state, especially in those countries that live in full fluctuations and uncertainties environments. Developing country governments responded quickly to contain the corona virus (COVID-19) by

developing great policies and institutional plans to support families and firms (Hua, J & Shaw, R. 2020). Strict containment measures helped limit the first wave and it was gradually lifted, But then show that the situation is different: while it seems that in some developing countries it has worked ,To limit the growth of the infection, the health situation appears more fragile in other countries (Patrucco et al.,2022), The crisis will be a critical test for the resilience of the fragile region, and if the risks materialize, they can significantly undermine the prosperity of the economies and societies of developing countries on both challenge their political stability (Memon et al ., 2011). Countries may benefit from their innovative efforts in the Policy area to improve inclusiveness, maintain social welfare benefits and advance the agenda Structural reform for more open economies led by the private sector, in line with the objectives of sustainable development (Guo & The World Bank, 2013). So, in light of this inevitability of development crises, the role of public administration agencies emerges as a vital role that requires great attention from all sectors so that those agencies can perform their role well.

Research problem:

Because Corona disease has expanded throughout the world, particularly in developing countries, and has a broad impact on most parts of life (economic sector, social sector, education sector, security sector, and health sector.. etc) we summarize the research challenge as follows: Development crises have a significant impact on developing countries' development ambitions. These crises, whether partial or extensive, are still present. The disastrous consequences that resulted in development's failure. Many projects, as well as the collapse of development plans, have resulted in a reduction in development and, on occasion, a return to the beginning position.

The significance of the study:

In light of the great importance of the effects of COVID - 19, it was necessary to have studies dealing with this subject and concerned with establishing a theoretical rooting for it. Management science and all other sciences dealt with this issue of crises from their own angles. Economic researches deal with economic crises, and sociology deals with societal

crises, and this is the case with every science. Some studies included the subject of development crises and how to manage them in general, but they were limited to a few and sub-references that did not rise to the ranks of in-depth research. The significance of this study can be seen in the fact that it is one of the few that deals with development crises from the perspective of management science, as there must be integrated studies from this perspective due to the uniqueness of these crises and their close relationship with a country's administrative organs.

The aims of the study:

The major goals of this research are to create and establish a theoretical conceptual framework for COVID-19's impact as a cause of development crises. Other sub-goals are derived from this goal:

First: Explaining the concept of the development crisis and distinguish it from other crises.

Second: Presenting of the corona virus pandemic and its impact on various sectors in developing countries.

Third: Designing a theoretical and conceptual framework for managing development crises from an environmental perspective.

Fourth: Clarifying the role of public administration, development management, and development crises management in limiting the negative effects of the corona virus.

Fifth: Designing a theoretical and conceptual framework for managing development crises from the perspective of strategic planning.

Research methodology

Theoretical analysis within an environmental framework is the method that will be followed in this research, and therefore theories and opinions in the field of development crisis management will be analyzed to arrive at a theoretical formula that can be applied on the ground. The data gathered from reports and studies on the effects of the Corona virus, particularly in underdeveloped nations, is also evaluated. It should be noted that the unit of analysis in this research will be the state, not the institution, given that the impact of the development crisis extends to the state, so the analysis must be at the macro level.

Literature review

Development-crisis:

The administrative approach does not mean identifying specific causes of crises, but for the purposes of facilitating the study, a group of reasons can be limited as examples only. The causes of crises are divided into internal and external causes, as “the emergence of sudden and unpredictable events in the external environment of the system (Vartanian & de Souza Garbe, 2019), would pave the way. The path towards the emergence of an external crisis such as forced migration from one country to another, for example, and the source of crises may be internal because there is fertile land that helps the emergence of such crises, such as the lack of natural resources in some developing societies.

Mitroff (1994) defines development crisis management as “a series of activities for designing, redesigning and implementing basic mechanisms, procedures, and plans in order to discover, prevent, prepare for, prevent its spread, overcome it, recover the previous situation, or learn from it.

From this point of view, the scientific management of crises is a priori through planning for what is expected and interim during the occurrence of the crisis by mobilizing the various capabilities to deal with the crisis, and after it through continuous monitoring and follow-up to ensure that the effects of the crisis have faded and will not return again (Park & Kwon, 2022). That the main point in crisis management is the ability to reduce the state of uncertainty, and therefore Steven Fink (1986) defines crisis management as “the act of removing or reducing risks and conditions of uncertainty until events can be controlled”, and in another definition looks at crisis management “They are coordinated and organized efforts carried out by the facility, with the aim of preventing potential crises, dealing with crises that occur, or learning and benefiting from those crises” (Al-Dabbagh, 2020). According to El-Hamalawy (1993) classification “The approaches to the study of crises varied, and each looks at the crisis from the angle of the approach adopted” as below:

- 1- Economic approach: The crisis is determined from the perspective of this approach through criteria such as inflation, unemployment, stagnation, budget deficit, and economic depression.
- 2- The political approach: political scientists attribute crises to some phenomena such as conflicts and others...

- 3- The economic-political approach: crises are an expression of the contradictions that exist between social classes and exchange values.
- 4- Social approach: Sociologists see that the source of crises is social inequality.
- 5- The historical approach: Historians believe that the cause of crises is the accumulation of factors of incompatibility between the elements of society.
- 6- Psychological approach: Psychologists believe that the cause of crises is instinctive motives.
- 7- Administrative approach: The majority of writers in the field of management do not pay attention to other approaches to the study of crises, but rather tend to define the crisis and determine its causes in light of a limited number of characteristics and results related to crises. And chaos, construction, and demolition as an integrated unit, not contradictory, as it looks at crises from a systemic environmental perspective (Paraskevas & Quek, 2019).

To evaluate development crises there are many criteria that the managerial scientists covered in their works follow:

- 1- According to the developmental dimension: This criterion is the most closely related to development crises, as development crises are divided according to this criterion into economic crises, social crises, educational crises, technological crises, and others (Keshky, et al., 2020).
- 2- According to the criterion of time: the development crisis is divided according to this criterion into a short or rapid crisis, a medium one, and the last long-term or chronic crisis. The short crisis passes quickly and may not leave an opportunity for the decision-maker to take a quick decision about it, but in most cases, a state of chaos and confusion prevails (Alves, et al., 2020), while the medium crisis may leave an

opportunity - to some extent - for the decision-maker to make an appropriate response, while the long-term crisis requires a series of decisions, actions, and plans because its treatment is usually done in a gradual manner, knowing that the level of recovery from the effects of the crisis is very slow and its results do not appear in the foreseeable future. Examples of chronic crises are the comprehensive development itself, and the evidence for this is the following facts (Burns et al., 2020):

First: Development is a turning point: Development is considered a turning point, but it is subject to a factor over time by virtue of the nature of its kind. How many sophisticated civilizations have turned into a developing civilization, and the Egyptian civilization is the best witness to this matter.

Second: The element of surprise dominates over the different crises, but the element of surprise is relative and varies according to the crisis, and the crisis may occur "...although there is no element of surprise". This applies to chronic crises, including the development crisis.

Third: Development takes place in conditions of uncertainty. This is evidenced by the fact that development plans often extend for three, five, or ten years, as the method of strategic planning is adopted. It is known that this type of planning is used to reduce the state of uncertainty through a well-studied and organized scientific forecasting process. It is based on certain premises.

Fourth: There is a difficulty in making development decisions: this is due to the effects that some of those decisions may have on other developmental aspects, so solving the problem of job inflation, for example in society through laying off workers, contributes to achieving administrative development, but it contributes to creating a problem that directly affects plans Social development.

Fifth: Development is closely related to the general environment.

It is noted from the foregoing that development included the procedural elements that were mentioned in the definition of the concept of development crisis - see Chapter Two - and therefore it is truly a living example of chronic crisis, in

addition to that there are many books that have been labeled as development crisis to indicate that development is a comprehensive crisis facing developing societies.

3- According to the relationship of the crisis with the general environment: crises are divided according to this criterion into imported crises and their source is the external environment, and local ones that can be exported, which constitute an input from the inputs of other countries, or they may be a local crisis, but "they cannot be exported: they do not go beyond the borders of the state." (Muhammad ,1995)concerned with the crisis.

4- According to the stages of the crisis: There are those who view the crisis as being consistent with "the biological model that the organism passes through successively through the stages of birth, growth, maturity, and decline"(Alfonso,1996) Accordingly, the crisis is divided into types according to the aforementioned stages.

5- According to the scope of the crisis: according to this criterion, crises are divided into partial and comprehensive crises. The partial crisis affects a part of the system with certain damage, while the comprehensive crisis expands to affect all parts of the system.

The agencies adopt the preventive method to ward off crises before they occur or to facilitate dealing with them if they occur. Preventive measures include many aspects, including reform and development of administrative agencies, and the development of competencies and expertise capable of practicing strategic planning, Overman(1991) says in this regard, "...when we see competencies Or inexperienced managers, we do not pay enough attention to them and we do not seek to rectify this situation because we do not consider it a big problem, while we ignore that well-trained managers can prevent the crisis."

So the first step that helps in preventing crises is to provide trained competencies to deal with crises according to their types (Currie, 2005).

As for the second step, it provides information that helps in predicting the occurrence of crises, as the information is the basic base upon which strategic planning is built "... In the seventies of this century the American auto industry suffered heavy losses as a result of its continuing policy towards the

production of large-sized cars and that external appearance luxury cars, while Japanese car manufacturers had information ten years before this date confirming that the global market will need medium and small cars, economical in fuel consumption and with Spare parts are available, and thanks to the availability of this information with Japanese companies and their ability to predict scientifically, they were able to achieve huge gains in producing cars that suit the needs of the markets, while American companies have been making losses for ten successive years due to the lack of information systems that approved their production of cars with specifications not needed by global markets (Maswood, 2021).

But the important question here is: Is it really possible to predict risks and crises before they occur, and thus work to prevent their occurrence?

In fact, there is disagreement in this matter among theorists, as Briggs believes that "in spite of the inability to predict crises, they can be anticipated and thus prepared for them..." (Krugman, ,2018). and it is known that forecast includes more errors than a prediction, but there are some crises that They can be predicted because of the cyclones they raise before they come, and there are other crises that come stealthily without anyone feeling them, and in general, the more volatile the environment, the more difficult it is to predict.

In the case that the administration is unable to prevent the crisis from occurring, it must treat it as soon as possible based on the facts available, and it will then proceed to the second phase in managing development crises.

So the phased view means the process of treating the crisis according to its successive stages to get rid of its negative effects or to mitigate its severity and to extract the positive aspects. The stage is completely ignored, although it is the simplest and least expensive way to prevent a potential crisis (Van & Jin, 2020). While recognizing the importance of this stage, the treatment stages can be summarized as follows:

1- Prepare for crisis management: The stage of preparing for the crisis requires making wise decisions based on pre-established preventive plans and on information characterized by reliability and honesty, and in light of developments that occur after the birth of the crisis.

2- The stage of containing the crisis and its consequences: the crisis has been absorbed, and the benefits have been taken advantage of if they are available; however, the crisis is still growing, and the administration must work hard to prevent the crisis from reaching maturity, when it will reach its climax and result in a greater burden and more massive losses.

3- Restoration of activity: at this stage, the crisis-resolution team usually experiences "some excess enthusiasm, as the group unites at the level of the system as a whole and is cohesive in the face of a specific danger and a more specific task".

4- Lessons learned and learning.

Corona Viruses (Covid-19)

COVID-19 was first detected in Wuhan, Hubei Province, China, linked to a live animal market (Du et al., 2020). This virus capable of infecting humans and can spread from person to person between people who are in close contact with each other (within about 6 feet).By respiratory droplets produced when an infected person coughs or sneezes and is inhaled into the lungs of a nearby person.

Possibly by touching an infected person's mouth and nose, this is spread when, someone with COVID-19 coughs or exhales.

There were no specific medications to treat COVID-19 infection for a long time. Patients should receive supportive care to help relieve symptoms. For severe cases, treatment should include care to support the functions of vital organs (Hashimoto, 2021).

Corona viruses are a large group of viruses, many of which do not cause minor or no illnesses, such as the common cold. Some cause disease to humans, others only infect animals. Usually, this infection is not transmitted from animals to humans (Seah& Agrawal, 2020).

In rare cases, corona viruses that infect animals "change" and develop their ability to infect humans. This occurred with Middle East Respiratory Syndrome (MERS) and Severe Acute Respiratory Syndrome (SARS) where the initially causative viruses may have been bat infections. It is possible that the new (new) corona virus is also an infection of bats but is now able to infect people. According to (Fallah& Qonita,2022) The new (novel) corona virus is officially called corona virus disease 2019 or COVID-19 (because it was first discovered in 2019).

About 14% of confirmed cases are severe, accompanied by serious pneumonia and shortness of breath. Another 5% of patients develop respiratory failure and serious illness. About 2.3% of confirmed cases resulted in death (Zhang et al., 2020).

Therefore, the vast majority of confirmed cases have a mild infection, with cold-like symptoms and mild pneumonia. It is not known why some people suffer from the virus more than others, but those who have become seriously ill tend to have underlying diseases, such as cardiovascular disease, diabetes, chronic respiratory disease, high blood pressure, or cancer.

The impacts of COVID-19

1- The impacts of COVID-19 of the Economic and Financial sectors

The pandemic is causing massive economic disruptions in the region through simultaneous shocks, including a drop in domestic and external demand, lower oil prices, disruption to trade and global value chains, lower consumer and investor confidence, and tightening financial conditions. Due to lower global demand, commodity prices and volumes have fallen (Estrada et al., 2020). With widening statistical disparities and primary financial vulnerabilities (particularly in relation to bankruptcies, bad loans and access to credit), vulnerabilities have increased the developing economies are greatly affected by the crises. As a result and according to (Furceri et al., 2020) the GDP growth will be severely affected in 2020. Taking into account the strong containment measures implemented by the economies of developing countries as well as the disruptions in economic chains.

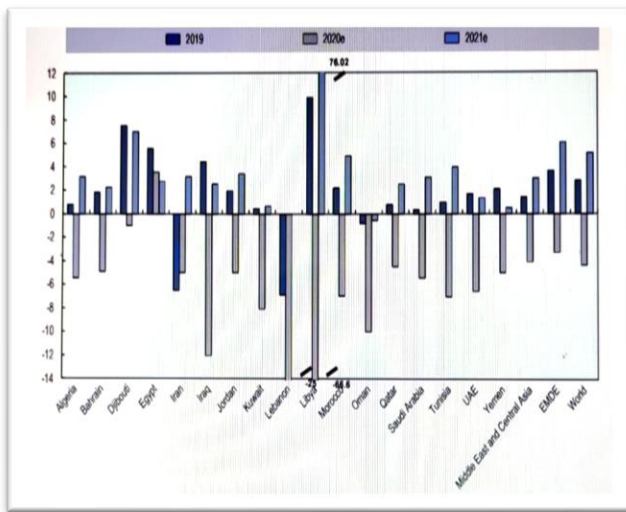
Global supply and structural characteristics of individual economies, the International Monetary Fund expects a contraction of all economies of the eastern region Middle East and North Africa in 2020, excluding Egypt, Average - 1.4%. The latest estimates indicate that the growth in the eastern region. From 23 Middle East and North Africa, it may drop to -6.6% for oil-exporting countries and -1% for oil-importing countries in 2020. Libya and Lebanon is expected to witness the largest drop in GDP growth by -6.66% and -25% respectively (Chong & Yip, 2021). Fragile and conflict-affected countries are expected to experience a sharp decline

in per capita GDP, which poses significant challenges in terms of poverty. In Lebanon, which hosts a large number of refugees mainly from Syria, the dramatic explosion in the main port of Beirut caused damage ranging between 8.3 and 6.4 billion dollars, according to preliminary estimates (Jackson, 2021).

The physical stock, while the losses, including changes in economic flows as a result of the decline in the output of economic sectors, are estimated to range between 9.2 and 5.3 billion dollars. Therefore, concrete financing and economic reconstruction plans must be effectively realized to avoid complete social and economic collapse. Even before the explosion, the estimated poverty rate in Lebanon had risen from 28 percent in 2019. The situation is expected to worsen in light of the effects of the explosion on income as well as on the availability and prices of 25 to 55% in May 2020 of food and basic commodities (Long & Ascent, 2020).

Nevertheless, it is important to stress the unprecedented financial efforts made by many developing countries to mitigate the consequences of the crisis in supporting families and businesses. For example, the United Arab Emirates announced a stimulus plan worth \$27 billion, including subsidizing water and electricity prices for citizens and industrial activities, while Egypt developed an economic relief plan worth \$6 billion, and Qatar and Saudi Arabia committed to stimulus plans in the amount of \$23 billion US\$ and 13 US\$ billion, respectively, specifically targeting small and medium-sized companies and the private sector. While a rebound should not be confused with an appropriate economic recovery, the IMF is forecasting a "V"-shaped recovery for the region, with almost all developing countries expected to recover in 2021.

Figure 1. Gross domestic product in selected economies in some developing countries (percentage change year on year)



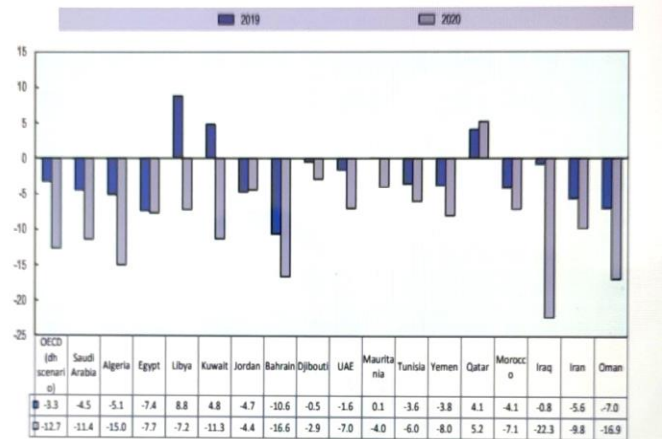
e = estimates. EMDE = Emerging Markets and Developing Economies.

Source: International Monetary Fund, World Economic Outlook Database, October 2020.

However, these measures pose challenges in terms of macroeconomic stability, particularly in countries with high debt levels where the debt of Arab governments has risen significantly to finance crisis-related measures, while the cost of borrowing has increased significantly. The mounting pressures associated with crisis-related spending will put significant pressure on the region's fiscal deficit, which will, It is expected to rise from 3.3% of GDP in 2019 to 8.10% of GDP in 2020. These risks are particularly acute for countries with limited fiscal buffers such as Algeria, Bahrain, Iraq, Iran, and Oman (Ferneini, 2020). This raises concerns in terms of the sustainability of countries' economic response in the context of recovery. The International Monetary Fund expects that Debt-to-GDP levels reach 95% of GDP on average by the end of 2020 among oil-importing countries in developing countries.

Figure 2. Fiscal Deficit, General Government, 2019 and 2020

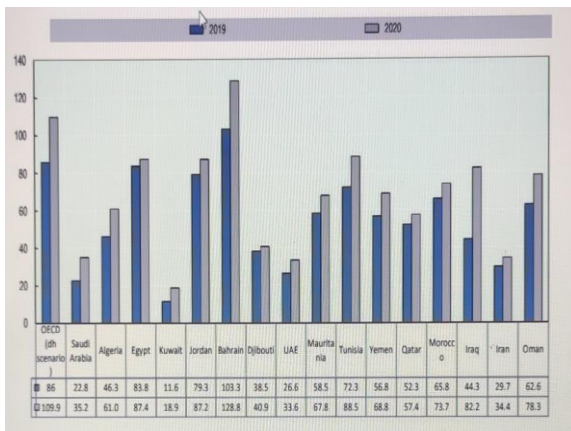
Fiscal balance in developing countries (% of GDP)



Source: IMF staff estimates and forecasts published in April 2020. (Murakami et al., 2021).

Governments allocated additional resources to the healthcare sector but also (Murakami et al., 2021), as was the case in OECD countries, to support certain sectors of the economy as well as the most vulnerable households. The budget deficit is expected to be much larger in 2020 compared to 2019 (Figure 2), and public debt will increase (Figure 3). (For some countries, this additional spending, although inevitable, increases Bahrain's pre-existing financial imbalances) or threatens Previous consolidation efforts (such as in Egypt), thus creating more financial sustainability challenges. However, the financial impacts of the crisis are less significant on those countries (such as in Qatar) that we're able to draw on their financial reserves such as sovereign wealth funds as part of the response to the crisis (Bandiera & Tsiropoulos, 2020).

Figure 3. Public Debt, General Government, 2019 and 2020
Total debt in some developing countries (% of GDP)



Source: IMF staff estimates and forecasts published in April 2020.

2- The impact of (COVID-19) of the investment and trade

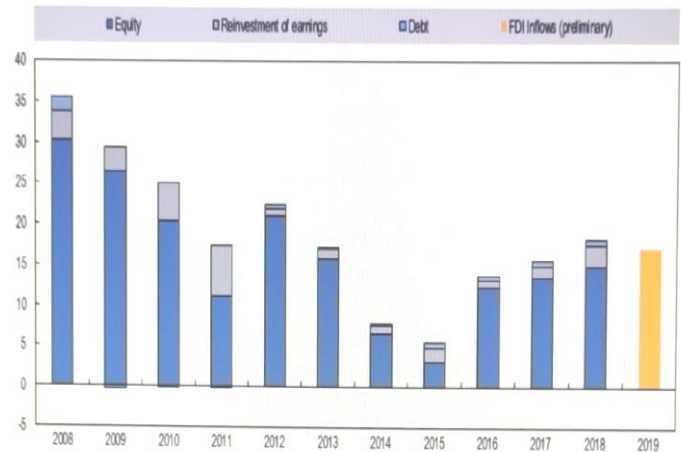
The Organization for Economic Co-operation and Development expects global FDI inflows to decline by at least 30% in 2020. And from 2020 (in the most optimistic scenario) compared to 2019 before returning to pre-crisis levels by the end of 2021.

The resulting supply and demand shocks, along with lower oil prices and lower investor confidence, are expected to lead to a further decline (CEYLAN& ÖZKAN, 2020). The United Nations Economic and Social Commission on FDI in the Middle East and North Africa for Western Asia estimate that the Arab region will likely lose 45% of FDI inflows in 2017. In 2019, global FDI increased by 12% to reach \$426.1 billion, but it was still struggling when the Corona Virus appeared and remained below levels recorded between 2010 and 2017. During the same year, FDI inflows also amounted to \$2.17 billion, an increase of 10% compared to 2017, but it is still less than half the level recorded in 2008, which was the peak year for FDI inflows. in the region (Figure 4). There will be an immediate impact on FDI globally and in the MENA region through a decrease in equity investments, as investors will halt new investments and mergers

And acquisition. Preliminary estimates indicate that the value of M&A deals has already decreased by 71% in the first four months of 2020 (from \$6.89 billion to \$2.26 billion) compared to the same period in 2019 ,Investments in new fields represent more than 80% of the total FDI projects in most of the economies of the region, while mergers and acquisitions mostly take place in the MENA

countries that import Gulf oil ,(Linsi& Mügge, 2019).

Figure 4. FDI Flows in the Middle East and North Africa Region by Instrument, 2019-2008

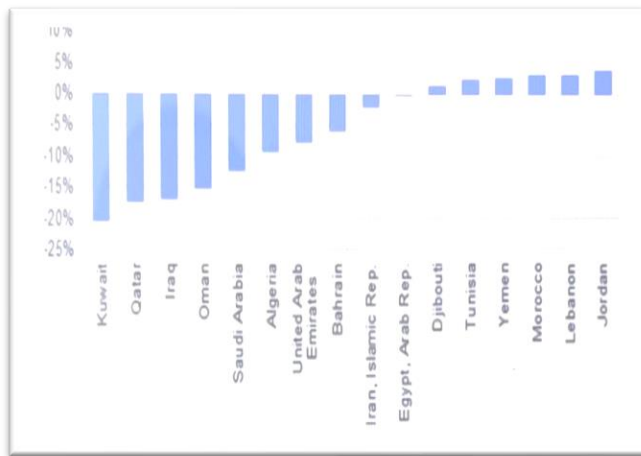


Source: OECD accounts attached to the International Monetary Fund

3- The impact of (COVID-19) on energy sector.

The corona virus pandemic and related containment measures have caused an unprecedented global downturn in economic activity and a collapse in demand for petroleum products worldwide. In 2020, global oil demand is expected to contract for the first time since the global recession in 2009. Meanwhile, a decision by some major producers to increase production in early March has exacerbated the impact on an already oversupplied market, leading to Enlarge - widen. The result was one of the largest energy market price shocks in history. In April, Brent crude prices fell below \$20 a barrel at their lowest, losing nearly 70% of their value. With storage using its limits, the prices of the West Texas Intermediate crude contracts due in May fell and turned negative amounts for the first time (World Bank ,2019).

Figure 6. Estimating the direct impact of the oil price collapse on countries' real income (change as a percentage of GDP)



Source: The graph is extracted from the World Bank Report (2019) : Dealing with the Double Shock: Coronavirus and Oil Prices

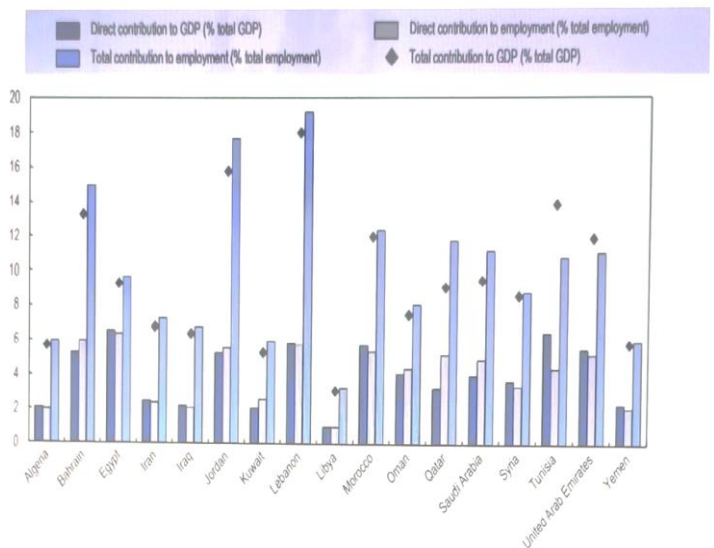
For producer economies in the Middle East and North Africa, the decline in oil prices has had a direct impact on economic wealth. For some countries, the drop in prices has once again exposed the weaknesses of an economy that relies heavily on oil and gas revenues. Oil and gas incomes in producer economies such as Iraq, Algeria, or Oman may decline by up to 80% in (Shaaibith, 2020). In Saudi Arabia for example, oil revenues fell by 24% year-on-year in the first quarter of 2020. The decline in non-oil revenues was on a similar scale as it reached around 17% in the first quarter. The government responded to the decline in revenues by directing government ministries to reduce their spending by 30-20%, but this did not happen quickly enough to compensate for the decline in revenues, and the quarterly budget narrowed to a deficit of about \$9 billion. This was the largest decline in foreign assets in 20 years and about 50% larger than the steepest decline experienced after the 2014 price crash. Short-term measures severely reduce economic activity and government spending. In Saudi Arabia as well as across the Gulf region, the slowdown in economic activity is expected to affect expatriate workers severely, leading to population declines estimated between 4% and 10% across the region this year. The situation is grave in Iraq, which is one of the largest economies in the Middle East, Dependence on oil (Prabheesh et al., 2020). In April, oil export revenues declined to \$4.1 billion (down from \$1.6 billion in January), leaving a shortfall of about \$1.4 billion in its ability to meet core spending commitments on

salaries, pensions, and government office management.

4- The impact of (COVID-19) on tourism sector

Tourism is one of the sectors of the economy most affected by the shock in the global tourism sector during the Corona virus crisis. It can reach 45-70% of output depending on the severity of the pandemic. Globally, the OECD estimates a 60% to 80% decline in international tourism and the UNWTO estimates a drop in international tourist arrivals by 58% to 78% in 2020, representing a loss of \$910 to \$170.1 billion in international tourism revenue (Haryanto, 2020).

Fig. 9. The weight of tourism in the economies of the Middle East and North Africa region



Source: World Travel and Tourism Council, 2019. Tourism is a major economic pillar of the economies of the Middle East and North Africa region and a major component of economic diversification for oil-exporting countries. In 2019, the travel and tourism sector accounted for 3.5% of GDP growth and provided 7.6 million jobs for the World Travel and Tourism Council (WTTC). Economic growth in the United States, the European Union and China, which are the main international markets for tourism in the region, has led to a significant decrease in the number of arrivals to the countries of the Middle East and North Africa (WTTC, 2019). In the first half of 2020, the World Tourism Organization (UNWTO) reported that the Middle East and North Africa experienced a decrease of 57% and 62%, respectively, in the number of tourist arrivals, Preliminary indications are that the situation worsened over the course of the summer, with the

company approaching the global average of 65% STR reporting a 42% drop in occupancy rates in Middle Eastern hotels in July, the lowest absolute occupancy level of any July (Steyn& Hasnat, 2022). This decline in tourism activity is expected to have a significant impact on many countries in the region, especially those that rely heavily on tourism as a source of income, especially Morocco, Tunisia, Lebanon and Egypt. In Egypt, the International Food Policy Research Institute estimates that losses in tourism revenue will account for two-thirds of the total losses in GDP due to the crisis (Breisinger et al., 2020). According to the United Nations Conference on Trade and Development (UNCTAD), Egypt and Morocco are among the countries in the world most affected by GDP losses. Moreover, the cancellation of major events in the region will put a strain on the overall economy of the countries' downward tourism, including the Expo 2020 in Dubai and the annual Hajj in Saudi Arabia, which were expected to attract, respectively, 25 million visitors and two million religious tourists. In the GCC countries, PricewaterhouseCoopers (PwC) estimates the loss of up to 400,000 tourism-related jobs as a result of the crisis. The June WTC recovery baseline scenario forecasts a total loss of 4.3 million travel and tourism jobs in the MENA region.

5- The impact of (COVID-19) on the education sector

Due the effects of covid -19 many countries around the world have closed schools to stem the spread of the virus, according to data from UNESCO. According to the peak in school closures at the beginning of April 2020, when some 6.1 billion learners were affected in 194 countries, representing more than 90% of all enrollments in education (UNESCO, 2020). Ensuring the right of children to education finding alternatives to education (Al-Qteishat et al.,2021). An OECD survey found Schools the Economist and Harvard College of Higher Education equate that half of the learners in elementary and secondary schools have faced the closure of at least two months of instruction. Schools have not reopened in some MENA countries. During this time distance learning solutions such as online classrooms, TV, and radio broadcasting (as in Morocco), and online learning has been implemented. Computer-assisted technology is on an

unprecedented scale to connect teachers and learners. In Egypt, the Ministry of Education and Technical Education launched in March a new study portal (eg.ekb.study://https), a branch of the current Egyptian Knowledge Bank (EKB), which would provide all students from kindergarten to secondary schools access to all their lessons are via interactive videos and games and presentations (Shehata et al.,2020). Some countries and schools have prioritized core curricula essential to learner progress and examinations of cognitive, social, and emotional competencies during this time.

The exact impact of school closures on student learning (“learning loss”) has not yet been assessed and will vary by subject and age to significant losses in other factors, but would be worse for learners from disadvantaged backgrounds. Recent estimates suggest education and economic impacts associated with the current crisis, given Keeping in mind that the typical learner may miss a third of the school year from Education during the crisis. They estimated that this would reduce the lifetime income of educated people by about 3% and reduce the GDP of a typical country by an average of 5.1% over the remainder of the century (Dawadi et al.,2020).

Countries need to prepare school systems for their reopening while expanding and improving delivery systems for distance learning and blended learning. This can prepare systems for potential 'second waves' and enhance long-term performance and resilience

Results and discussion

After theoretical exploration in previous studies and scientific reports on the topic, the hungry corona can be drawn as one of the causes of development crises in countries, because Covid 19 had a clear impact on all aspects of life and sectors.

The pandemic poses a challenge to health systems in all countries of the world, some of which are weak and overcrowded in developing economies. The situation is clearly incomparable between wealthier Gulf states and fragile and conflict-affected states such as Iran, Syria, Iraq, Palestinian Authority, Yemen and Libya where shortages of hospital beds and testing capacity are a concern. The first wave of the epidemic left public hospitals and their staff in Lebanon, Morocco or Tunisia exhausted, and severely affected public confidence in the credibility of official figures and the overall management of the crisis. On the other hand, some countries have

adopted quick, decisive and/or innovative measures to contain the virus, such as the smooth crisis management developed by Jordan, such as virtual doctors and sterilization by robots in the United Arab Emirates, highlighting the significant differences between countries in terms of their ability to respond in the field of COVID -19. Health Care.

The crisis also tests the capacities of the public sector, forcing governments to make quick decisions, manage crisis coordination, and implement strict measures to protect vulnerable communities. Several departments have demonstrated a strong ability to mobilize and implement prevention measures, while preparing stimulus packages to support families and businesses. This crisis underscores the importance of fundamental structural issues, such as transparency and Corruption, effective public procurement, advanced digital transformation, and an open government approach, in addition to strengthening the role of civil society. The willingness of governments to cooperate with civil society has been a key factor in the effective response to crises in many countries. Public governance measures should be used to ensure continuity of response and essential services by public institutions, while enhancing the resilience and resilience of the public sector and restoring the population's confidence in public institutions. The crisis emphasized the need to accelerate public administration reform, efficiency, effectiveness and transparency, which focuses on the satisfaction of beneficiaries, to create a more professional public sector.

Conclusion:

Through the study, we reached a set of important conclusions that shows in the following:

- 1- Developmental crises are characterized by: Its impact on development in its various social, economic, educational, cultural, and health dimensions.
- 2- There is a relative time to deal with the effects of development crises in case the crisis is of a medium or chronic type.
- 3- The presence of forces that may obstruct the process of dealing with the crisis and the presence of other motivating forces.
- 4- These crises require quick action if they are of the short type.

- 5- A state of anxiety prevails due to the effects of the development crisis
- 6- The administrative organs in the state are the ones that manage development crises. Based on the previous elements, development crisis management can be defined as “organized activities based on planning and control, carried out by the public administration organizations in the country, with the aim of providing appropriate information that helps prevent or treat expected development crises and learn from them.”
- 7- The various countries of the world, especially developing countries, suffer at varying levels from the repercussions and effects of the Covid-19 pandemic, and it is not easy to enumerate them, because the virus is still spreading with varying degrees of severity.
- 8- The concussion left by the outbreak of diseases at the level of demand supply requires firm interventions at the level of monetary and fiscal policies to avoid other wave and exposure to a shock stronger than the first.
- 9- There is a difference in response plans at the level of economic policies in developing countries in terms of type, level of coverage, target groups, degrees of dependence on available public financial resources, and number of citizens affected by COVID-19 Medical response capabilities.
- 10- Developing countries have taken several measures at the level of social policies in response to the challenges of the spread of COVID-19, mitigating its impact and enhancing the resilience of their societies.
- 11- Responsible authorities formulate social policies to mitigate the negative consequences that affected women, children, youth, the elderly, people with disabilities, as well as millions of refugees and displaced persons.

- 12- It was found that there are criteria for assessing development crises according to the developmental dimension and according to the criterion of time.

Recommendations:

- 1- Administrative bodies can deal with development crises and manage them in a scientific and thoughtful manner, manage them and mitigate their effects, as some countries did with the Corona pandemic.
- 2- The administration can anticipate some development crises before they occur and take the necessary precautions.
- 3- Countries can control the development crisis and benefit from it in developing plans to deal with similar crises that may occur in the future.
- 4- Developing countries can enable a smart and rapid response to development crises such as the Corona virus.
- 5- Developing countries should develop and implement economic policies through take advantage of the possibilities and tools available to the maximum effectiveness.
- 6- To address complex social issues and structural and systemic government policies, the participation of local communities and the use of digital platforms must be integrated with efforts to alleviate and eradicate poverty.
- 7- The developing countries should focus on the essence of the crisis management process, and its right in this proposition, but the matter does not stop at this point but goes beyond it "to the continuation of supervision after the end of the crisis to ensure that it does not erupt again.

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