

Speech by the Director General of Hermes - Air Transport Organisation at the High/Level Ministerial Meeting on Enhancing Air transport connectivity and Growth in West Africa
(Zoom - 17 March 2021)

Thank you Capt. Musa Nuhu – Director General, Nigerian Civil Aviation Authority (NCAA).

Dear colleagues and partners, all protocols observed.

Although the COVID-19 pandemic has placed the aviation industry under extraordinary stress, the call for industry collaboration and cooperation is not new. Efforts to increase cooperation are likely as old as the industry itself.

In existential crises, such as the one facing aviation due to the impact of COVID-19, it is vital to bring together individuals with varied experiences to collaborate and solve complex situations. A diversity of experience is needed to see risks and opportunities from different angles to generate new, dynamic, and flexible solutions.

Long term strategic and risk-based scenario planning is crucial for the sustain development of aviation. This will allow the industry to be better prepared for the future and to prevent or to be better prepared for the next crisis.

The aviation industry is a chain comprises many distinct organizations. Unless there is coordination and cooperation among these stakeholders, the industry will not function. The current situation, with an unprecedented drop in aviation traffic, only underlines the need for enhanced cooperation in the industry. A great example of cooperation is CART.

But cooperation also requires joint leadership as most likely there cannot be a single leader issuing guidance or directives. Instead, the leadership challenge is concerned with influencing or transforming individual opinions and ensuring that the various parties have a common set of goals. Achieving this set of goals may not be an easy task.

To use the words of Luis Felipe de Oliveira, Hermes Board Member and DG of ACI:

“Continued collaboration, cooperation and consistency across the aviation industry will be the key to rebuilding global air services capacity and keeping passengers safe, healthy, and secure, and this sector sustainable.”

The role of NGOs and Civil Society Organisations in the development and implementation of policies, strategic plans and programmes is to recommend and support the governments.

As a forum of industry thought leaders, Hermes its role is to cooperate and collaborate with the different stakeholders and to make recommendations on key topics for aviation.

For this reason Hermes has decided to take the lead in facilitating discussion on collaboration and leadership in the aviation industry that will present in July the recommendations on the theme: Resilience and efficiency through Leadership and Cooperation.



The important short-term goal of this collaboration is to help the industry find a way out of its current crisis. A longer-term goal is to determine ways to institutionalize collaborative and leadership practices. Thank you.