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**COMMUNICATION**

by

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on

**“In the News and Innovations at Parliaments”**

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Mr. President,  
Dear Colleagues,

I would like to present the Communication under the theme “In the news and innovations at the parliament” under the topic **“Parliament as an Agile Organization: An innovative framework for Modern Governance”**

## Introduction

Traditional parliamentary systems face mounting pressure to evolve beyond rigid, hierarchical structures in an era of rapid technological advancement and global challenges. The concept of parliament as an agile organization represents a transformative approach prioritizing flexibility, responsiveness, and result-oriented outcomes. This paradigm shift has gained particular urgency following COVID-19 and other crises demanding swift legislative responses.

Agile parliamentary governance serves critical purposes: creating public trust by demonstrating effective real-time responses to citizen needs, responding to uncertainty in an increasingly unpredictable environment, and enhancing crisis management capabilities while maintaining democratic accountability. Central to this transformation, the secretariat of parliament plays a pivotal role as the operational backbone enabling change, serving as the institutional bridge between political leadership and administrative execution.

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## Core Principles and Implementation

The foundation of agile parliament rests on four adapted principles, with the secretariat serving as primary implementer across all dimensions.

First, prioritizing individuals and interactions over rigid processes empowers staff and representatives while fostering collaboration. The secretariat must facilitate these interactions by creating platforms for meaningful cross-boundary collaboration.

Second, working solutions over comprehensive documentation focuses on tangible policy outcomes rather than slow administrative processes. Here, the secretariat leads cultural transformation by redesigning workflows, simplifying procedures, and establishing outcome-based metrics prioritizing citizen impact over procedural compliance.

Third, customer collaboration over contract negotiation establishes continuous citizen engagement in co-designing legislation. The secretariat builds and maintains engagement mechanisms, ensuring citizen feedback is systematically incorporated into decision-making.

Finally, responding to change over following plans requires adaptive policymaking based on evolving circumstances. To achieve this, the secretariat must develop capabilities for rapid environmental scanning and adaptive planning enabling parliament to pivot quickly when needed.

Successful implementation requires cross-functional teams working across departments, with the secretariat providing coordination and institutional support. Digital transformation accelerates new service development, with the secretariat leading technology adoption while ensuring democratic participation remains central to all processes.

### **The Secretariat of the House of Representatives, Thailand: A showcase of an accomplished model of agile crisis response**

Building on these theoretical foundations, the Secretariat of the House of Representatives, Thailand recently demonstrates successful agile implementation through its special taskforce responding to military tensions with a neighboring country. This crisis created widespread public distrust and disinformation challenges, requiring the taskforce to conduct comprehensive fact-checking operations and provide accurate, timely information to citizens.

The taskforce eliminated traditional departmental barriers by creating flat organizational structures where research, communications, IT, and public relations staff

worked together without hierarchical constraints. The secretariat leadership bypassed complex command chains, empowering direct decision-making authority that reduced response times from weeks to hours. This approach operated with data-driven analysis providing real-time insights, deployed digital platforms for citizen engagement, and demonstrated that parliamentary institutions could maintain democratic accountability while operating with private-sector speed and agility.

The crisis demanded unprecedented speed in the secretariat's response while preserving democratic representation. This rapid responsiveness to public concerns, combined with transparent processes, reinforced parliament's legitimacy and built essential public trust during uncertainty. Importantly, the secretariat's facilitation of real-time stakeholder feedback

on emergency measures demonstrated that effective representation could be maintained even when procedures required adaptation, creating strengthened democratic engagement that extended beyond the immediate crisis.

This successful transformation depended on secretariat leadership operating effectively under uncertainty, making decisions with incomplete information and adapting strategies based on real-time feedback. Leaders shifted from risk-averse bureaucratic management to entrepreneurial problem-solving, becoming comfortable with experimentation and rapid iteration. Simultaneously, this accomplished model drove innovative organizational transformation as the secretariat rapidly reoriented staff in new technologies, collaborative methods, and data analysis needed for digital forensics and social media monitoring. Staff developed multi-functional capabilities rather than narrow specializations, creating permanent organizational assets that enhance parliamentary capabilities beyond crisis response.

## **Conclusion**

Thailand's agile showcase demonstrates that parliamentary institutions can achieve innovation through speed and effectiveness when they break down silos, foster stakeholder cooperation, and invest in human resource development. These transformations deliver increased responsiveness, improved efficiency, and enhanced citizen engagement that strengthens democratic legitimacy. However, success requires sustained political will, fundamental cultural shifts led by capable secretariats, and careful integration of agile methods that preserve democratic safeguards. The path towards agile parliamentary governance offers significant promise for enhancing democratic effectiveness, provided transformation efforts are grounded in democratic principles and focused on genuine citizen service improvement.

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