

Abstract

The research project entitled “Knowledge Synthesizing on Corporate Social Responsibility Projects Driven by Community-Based Research, a Case Study of the Cooperation between The Thailand Research Fund (Community Division) and Siam Cement Group (Lampang)” had three objectives which were; 1) to study the contexts and evolution of Corporate Social Responsibility (CSR) projects operation driven by community-based research (CBR) concepts 2) to synthesize factors, processes, outcomes, impact and pathways to impact, key performance indicators and the conditions of application and 3) to create manual protocols of CSR project operation driven by CBR concepts.

The methodology applied to conduct the research project was participatory action research method. All 18 key informants were divided into 4 main segments including 1) staff members and directors from Siam Cement Group (Lampang) and Siam Cement Group (Bang Sue), 2) the Thailand Research Fund's CBR coaches, 3) former and present CBR staff members, 4) mainstays and villagers from the communities involved with the CSR project operation which driven by CBR concepts.

The data collection was done by applying various research methods; which were community stage conducting, in-depth interviews, focus groups, participant observations, non-participant observations, document analysis, and information restoring stage conducting.

The data collected were analyzed and synthesized under the theoretical concepts of sustainable development goals, corporate social responsibility, community-based research, participatory communication, the concept of capitals according to Pierre Bourdieu's perspective, and impact and pathways to impact.

The crucial research results were as follows:

1. The contexts and evolution of the CSR project operation driven by CBR concepts between the Thailand Research Fund and Siam Cement Group (Lampang) was under the culture of lifelong learning which was the foundation of SCG (Lampang)'s CSR work development. It was also found that there were various network links which the two organizations were capable to reach and get supports in order to propel the projects.

2. The success of CSR project operation driven by CBR concept was the result of diplomatic integrations including research and development integration, working integration as partnerships between the two organizations, diversity of knowledge integration, integration of team task and community needs and problems, integration of CBR and PDCA concepts, integration of new knowledge and local wisdom, integration of modern management and local

communities' traditional management, and finally, integration of formal and informal communication.

3. The diplomatic integration led to three forms of CSR projects based on CBR concept, which were, 1) CSR project as a CBR research 2) CSR project based on CBR process, and 3) CSR project applying CBR tools. The three CSR project forms had 4 common attributes, which were 1) the topics driven were what needed, driven, and advantage taken by the communities 2) the problem solving was beneficial to both the communities and the organizations 3) the operation must be based on participatory process and 4) a community stage was the main operational tool.

The crucial research findings were as follows:

1) Business organizations could uplift CSR work to receive high impact and lead the organization to the sustainable development goals by applying CBR concept with a team building process that promoted CSR staff to be a capable community coach.

2) The CSRXCBR process was a way to create and uplift the knowledge of ordinary people to creatively fight against or negotiate with any outside ideology with a learning process that made a man a better person. The CSRXCBR process equally placed importance on both community's capitals and knowledge from outside.

3) The heart of CSR process operation driven by CBR concept consisted of 3 factors, which were; 1) principle 2) people and 3) activities to make some changes.

The principle factor included a working ideology defined as "Don't think for others, don't act as others, and don't take others' benefits" and CBR concepts applied which were "topics driven must be community oriented, operation must be based on participatory process, and activities done must aim to change a problematic situation".

The people factor included a strong working intentions, continuity of learning and working process, and working based on knowledge and information.

The activity factor included 3 kinds of activities which were; 1) activities to provoke foresight 2) activities for experimenting and 3) activities for analyzing and synthesizing.

4. Participatory communication strategy applied in the CSR project operation driven by CBR concept was named "All people, all places and all time" which meant a usage of any space, any activity, or any situation to allow all stakeholders to join in a learning process. Communication development for people involved in the CSRXCBR process to be able to communicate what had been done and learnt to anybody else. Application of any situation possible to communicate the concept of CSRXCBR project operation for others to perceive, understand,

and apply the concept, as well as communicating with communities involved with the projects in order to be able to follow the CSRXCBR movements in other communities and provoke active learning.