

## Shared Purpose, Different Worlds: Strengthening Community Organization–Academia Partnerships for Cross-Sectorial Research Impact

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### Abstract

This paper explores how community organization and academia partnership (COAP) may foster equity, reciprocity, and shared power in research with community organizations. It argues that authentic and ethical partnerships require understanding the diverse and complex ecosystem of community actors (public, private, nonprofit, and grassroots) and their unique capacities, accountabilities, and connections to the communities they serve. Partnerships can be conceptualized across four-level continuum of arrangement — (a) minimal participation, (b) advisory or consultative involvement, (c) active collaboration, and (d) co-governing. Minimal involvement occurs when the community organization is informed and provides basic support, such as facilitating access to participants. Advisory involvement arises when the organization serves as a consultant or advisor, offering feedback without formal decision-making authority. Active collaboration reflects a deeper partnership in which the organization co-creates the research, participating in study design, data collection, and analysis. Finally, co-governing represents full shared leadership, with the organization and academic partners jointly making decisions, setting priorities, and guiding the implementation of the project. Partnership arrangements can be from limited communication to shared leadership and decision-making. These growing levels represent increasing trust, mutual accountability, and co-ownership of both process and outcomes. Drawing on lessons from practice and theory, the paper proposes that COAPs thrive when they balance academic rigor with community priorities through structures that embed fairness, transparency, and respect. Practical considerations for sustaining ethical and equitable COAPs include transparent communication, fair governance structures, equitable resource sharing, mutual capability bridging, and inclusive dissemination strategies. Together, these elements transform COAPs into dynamic partnerships that align academic rigor with community priorities, strengthen trust, and promote sustainable, community-driven collective impact.

**Keywords:** Community organization–academic Partnerships; Equity; Community engagement; Collaboration continuum; Co-governance.

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### Introduction

Community engagement has become an important focus in academic research and is increasingly recognized as an approach for producing trustworthy, contextually relevant, and actionable evidence that supports clinicians, patients, and families in making informed healthcare decisions [1]. Community-Engaged research (CEnR) as a transformative approach bridges the long-standing gap between academic inquiry and the lived experiences of communities [2]. Unlike traditional top-down or researcher-driven models that often impose externally defined priorities and overlook local realities[3], CEnR emphasizes collaboration, equity, and mutual learning between researchers and community members and/organization [4]. Over the past two decades, CEnR has been increasingly recognized as a robust framework for addressing social, structural, and

environmental inequities by actively involving community members, organizational representatives, and researchers throughout the research process. Through this collaborative approach, CEnR enhances understanding of complex community issues and translates knowledge into meaningful, community-informed actions that directly benefit those involved [5].

Rooted in the principles of shared decision-making, reciprocity, and mutual respect, CEnR shifts the research paradigm from conducting research on communities to conducting research with and for them [6]. This participatory model fosters co-learning, shared ownership, and equitable contribution among all partners, thereby ensuring that diverse forms of expertise and lived experience inform the research process [7]. By engaging communities at each stage, from identifying research priorities to interpreting results and/or mobilizing knowledge, CEnR builds trust, strengthens community

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capability, and enhances the cultural and contextual relevance of research outcomes [2]. Therefore, this inclusive approach redefines research as a collaborative and action-oriented process that advances health equity and sustainable social transformation.

This paper outlines how community organization and academia partnerships (COAP) may serve as effective vehicles for fostering inclusive, ethical, and impactful research. It first highlights the importance of understanding community organizations, recognizing that right-holder communities are often embedded within networks of multiple actors, including academic institutions, grassroots organizations, policymakers, and service providers, each influencing the research process in distinct ways. It then examines the varying levels of involvement and engagement that community organizations can have within research partnerships, illustrating how these levels shape power dynamics, collaboration, and the co-production of knowledge. Finally, the paper discusses practical considerations for sustaining equitable partnerships, emphasizing strategies that promote transparency, accountability, and long-term community benefit.

#### **Community Organization and Academia Partnership**

COAPs compels researchers to operationalize the core principles of CEnR into structured, collaborative frameworks that bridge the gap between academic inquiry and real-world application. As Drahotá et al. note that traditional research conducted in community settings often progressed in a one-directional manner, with academics designing studies, collecting data, and disseminating findings with minimal community input[3]. This approach frequently led to research that was often disconnected from community needs and lacked long-term sustainability. COAPs are envisioned to counter this imbalance by establishing formalized, equitable partnerships grounded in trust, shared decision-making, and mutual benefit. Within this framework, community actors play active roles in identifying priorities, shaping interventions, co-owning outcomes, and ensuring that research aligns with lived experience, thereby contributing directly to community well-being. COAPs represent an evolution from research on communities to research with and for them, enhancing both the ethical integrity and practical relevance of academic work[3].

The effectiveness of COAPs lies in their ability to leverage the complementary strengths of both academic and community sectors. Academic institutions contribute methodological rigor, analytical expertise, and access to institutional infrastructure, while community organizations bring contextual insight, local credibility, and a deep understanding of sociocultural realities that influence research implementation[3]. This synergistic collaboration enhances relevance, applicability, and translation of research outcomes into community contexts, particularly

within public health and social service domains. [8] Engaging community partners also allows researchers to adapt interventions to local needs and capacities, thereby improving feasibility, ownership, and long-term sustainability. These partnerships foster collective accountability and shared ownership, both of which are critical for achieving enduring impact and advancing health equity within the communities they serve [3].

Beyond collaboration, COAPs embody a paradigm shift in how research partnerships are to be conceptualized and maintained. Rather than transactional relationships, where community partners are limited to recruitment or outreach roles, high-functioning COAPs embrace shared leadership, collective accountability, and continuous reflexivity[9]. Khodyakov et al. emphasize that community participation in COAPs exists on a continuum, from minimal consultation to full co-leadership in governance and decision-making [10]. Successful COAPs intentionally cultivate equitable structures through transparent communication, mutual respect, and iterative evaluation of partnership processes. When implemented ethically, COAPs strengthen community trust, generate policy-relevant outcomes, and ensure that knowledge production remains socially responsive and sustainable [11]. By embedding community priorities throughout every phase of the research process, COAPs redefine the academic-societal relationship, transforming research into a collaborative vehicle for equity, empowerment, and systemic change.

#### **Understanding Community Organizations**

While CEnR provides the philosophical foundation for equitable and participatory collaboration, its successful implementation depends on understanding the complex ecosystem of actors within a community. Communities function within interdependent networks of institutions—public, private, nonprofit, and grassroots—that collectively influence social well-being and shape community priorities[4]. To establish a meaningful research partnership with organizations, researchers must first identify and understand these organizations—their mandates, capacities, and relationships with the communities they serve [6]. Recognizing this organizational landscape transforms engagement from an abstract ethical commitment into a deliberate, context-driven practice rooted in mutual respect and community agency. When researchers take the time to understand the organizational structures and social dynamics of a community, they move beyond tokenistic collaboration and create conditions where community actors play active roles in defining community priorities, shaping research design, and co-owning outcomes [12].

Understanding the diversity among community organizations is fundamental to forming equitable and sustainable partnerships. Turin et al. suggests classifying organizations serving immigrant and ethnocultural communities into three main sectors: public, private, and

nonprofit. Each type were defined by distinct mandates, resources, and degrees of community embeddedness [4]. Public and private sector organizations may provide essential services or resources but often maintain limited, temporary connections with grassroots communities. In contrast, nonprofit organizations, particularly grassroots sociocultural organizations and community service organizations, are more deeply embedded within community networks and trusted by community members. Grassroots sociocultural organizations often emerge organically from shared cultural, social, or faith-based identities and embody lived experiences that reflect community realities [4,13]. Community service organizations, on the other hand, operate at the interface of program and practice, translating community needs into institutional advocacy and linking marginalized populations with broader systems of health and social care. Similar classifications have been described in the broader literature on community partnerships, where the spectrum of organizations ranges from small, informal collectives to structured agencies with dedicated research portfolios [14,15]. Recognizing this organizational diversity enables

researchers to tailor engagement strategies, identify capability gaps, and design partnerships that balance community insight with academic rigor.

Figure 1 presents a conceptual typology mapping the diverse sectors within a community and illustrating the interconnections among public, private, nonprofit, and grassroots organizations engaged with immigrant and ethnocultural populations. The diagram shows government/public, private/for-profit, and nonprofit sectors alongside grassroots and informal groups, highlighting their complementary roles. Each color block represents a sector, while nested boxes identify organizational types such as local and national government bodies, corporate and professional entities, social enterprises, community service organizations, and civic or advocacy groups. Similar yellow shading marks organizations most frequently involved in community-academic partnerships in immigrant and ethnocultural contexts. Overall, the typology captures the complex, interdependent ecosystem of actors whose coordinated efforts enable equitable, context-driven, and sustainable community-engaged research.

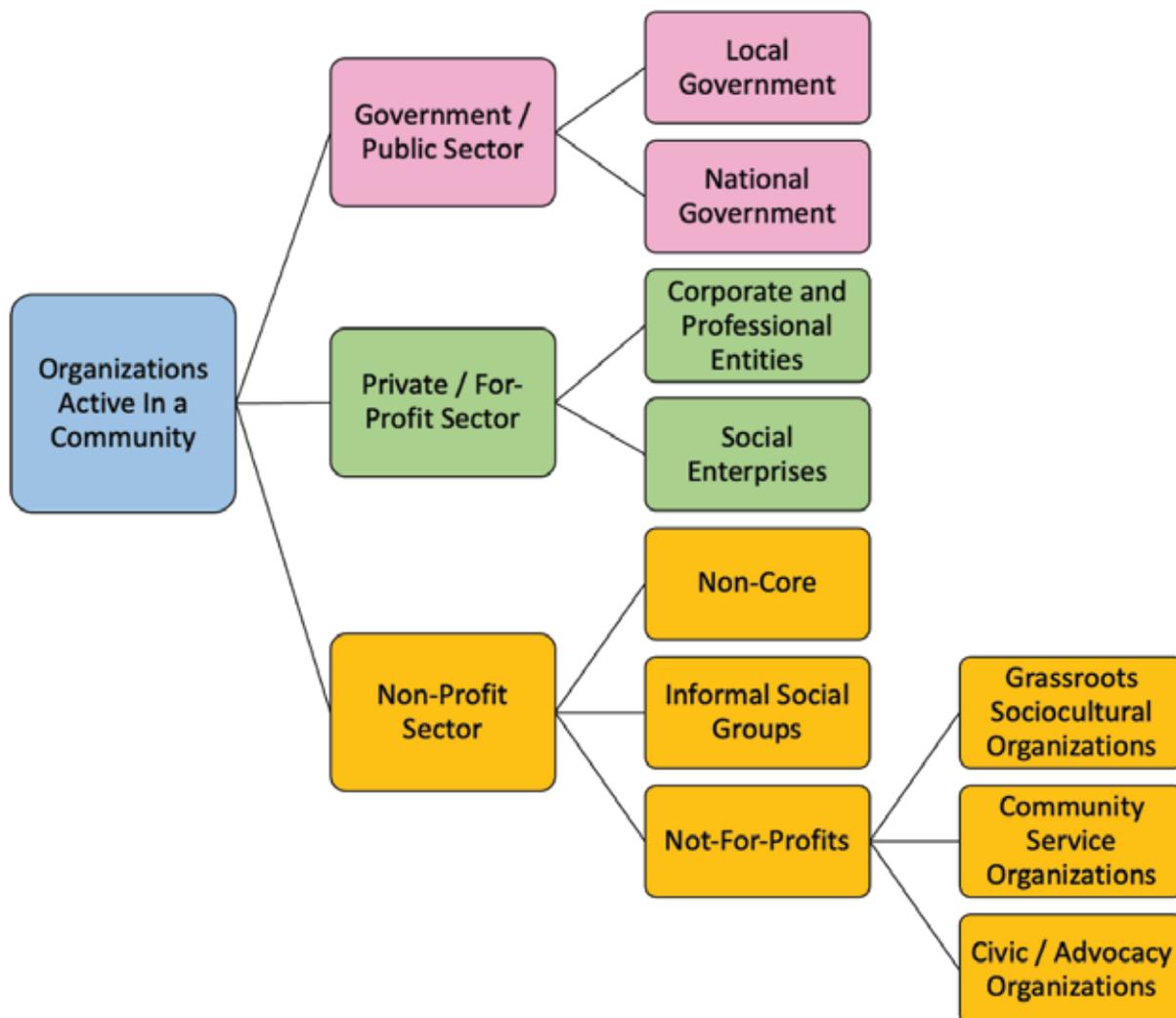


Figure 1. Typology of community-organizations engaged for research partnership

Effective engagement also requires understanding how community organizations function as interconnected layers within a broader social system. Grassroots sociocultural organizations offer cultural legitimacy and trust but may lack administrative resources; larger organizations provide infrastructure and technical capability but can be more distant from everyday community realities. For researchers, this understanding encourages humility, reflexivity, and curiosity, which are qualities essential for developing authentic, non-extractive relationships [16]. Therefore, taking the time to learn how each organization defines its mission, makes decisions, and measures success prevents tokenistic involvement and promotes genuine collaboration. Finally, community organizations bring irreplaceable contextual intelligence to research partnerships. Their embeddedness in community life, their history of service, and their ability to build trust make them indispensable partners in producing ethical, relevant, and actionable research. Studies have shown that partnerships built on mutual respect and shared ownership lead to greater research utilization, enhanced health equity outcomes, and stronger community capability [17]. Engaging community organizations as equal collaborators ensures that research outcomes remain both scientifically rigorous and socially meaningful, anchored in lived experience, responsive to community priorities, and directed toward collective goals of equity and empowerment.

**Continuum of Community Organization Engagement and Involvement in COAP**

A critical dimension of COAP lies in recognizing that community organizations engage in research along a continuum defined by varying levels of trust, shared experience, organizational capability, and institutional structure. Building on community-based participatory research (CBPR) literature [3,6,10,15], four progressive levels of engagement/involvement can be conceptualized — (a) minimal participation, (b) advisory or consultative involvement, (c) active collaboration, and (d) co-governing. Together, these levels illustrate an evolving process of relationship-building in which COAPs advance from limited engagement toward equitable and sustained co-leadership in research design, implementation, and dissemination. This continuum also reflects a broader shift from transactional relationships, primarily focused on exchange, consultation, and access, to transformative partnerships grounded in shared power, mutual learning, and collective systems change. Recognizing this continuum enables COAPs to evaluate the maturity, reciprocity, and equity of their partnerships, which are core tenets of CBPR emphasizing shared power, co-learning, and mutual benefit [15]. This progressive spectrum of engagement is illustrated in Figure 2, which conceptualizes how community organizations can partner from the level of minimal participation to full co-governance within COAPs.



Figure 2. Continuum of community organization engagement and involvement in COAP

The minimal participation level represents the most basic form of involvement in COAPs, where community organizations are kept informed about research activities, goals, and outcomes but have no direct influence on study design or decision-making. This stage corresponds to the outreach phase commonly described in community-based research frameworks—a preliminary mode of engagement focused primarily on information sharing and establishing initial contact with communities [3,15]. At this level, engagement within COAPs is primarily one-directional: academic researchers design and lead the study, while community organizations are informed about its process or results. Their participation may include assisting with recruitment, distributing information, or facilitating community access, but their role in shaping research decisions remains limited. The primary goal here is to establish transparency and open communication rather than shared governance. Although this level can help familiarize researchers with community contexts and foster initial trust, it also carries the risk of reinforcing an exploitative or extractive dynamic if not followed by deeper, more participatory forms of engagement [18]. To prevent this dynamic, researchers must communicate project goals, scope, and anticipated benefits transparently and respectfully, laying a foundation for trust and deeper, participatory engagement.

The advisory involvement level represents a more developed stage of engagement, where community organizations are actively asked to share insights, perspectives, and feedback on research design, implementation, and dissemination. While academics may still retain ultimate authority over final decisions, the consultative process provides meaningful opportunities for dialogue, negotiation, and mutual understanding. At this stage, establishing clarity around mutual expectations, timelines, and institutional constraints becomes essential. As Turin et al. emphasize, early conversations about working styles, organizational capacities, and accountabilities help align expectations and mitigate tensions between the methodological rigor of academic research and the fast-paced, outcome-driven operations of community organizations [4]. Such discussions lay the groundwork for trust and transparency, setting the stage for genuine collaboration. However, partnerships that remain confined to this level risk becoming transactional, where community organizations act mainly as advisors rather than co-creators in shaping research direction [10]. Advancing toward collaborative engagement requires more equitable participation in decision-making processes, ensuring that community perspectives actively shape the direction and priorities of the research [4,15].

The active collaboration level of engagement represents a more balanced and reciprocal partnership of co-creation, characterized by shared responsibilities, mutual learning, and a growing sense of trust. Community organizations are actively involved in shaping research questions, co-developing study designs, and participating in data

collection, interpretation, and dissemination [3]. While academic partners may retain methodological leadership, community organizations exert significant influence over the relevance, cultural sensitivity, and ethical integrity of the research [15]. Effective COAPs at this stage intentionally prioritize research agendas identified by community organizations, particularly those aligned with their service mandates and local priorities [4]. Such openness ensures that research is both contextually relevant and immediately applicable to community realities. Equally essential is strengthening community organizations' research capability through structured training, workshops, and mentorship programs [3,4]. As Turin et al. note, these initiatives not only enhance understanding of research design and analysis but also foster long-term sustainability and shared ownership of outcomes [4]. This collaborative model embodies the CBPR ethos of “doing research with, not on, communities,” enabling both partners to contribute their distinct strengths—scientific expertise from academics and contextual insight from practitioners.

At the co-governing level, COAPs achieve the most advanced form of engagement, where community organizations and academic researchers share authority, accountability, and ownership at every stage of the research process. At this stage, decision-making, resource allocation, data management, and dissemination are jointly governed, with priorities driven by community-identified needs and goals [3,15]. This level represents the full realization of equity within COAPs, where both academic and community partners share authority and benefit equally from the knowledge generated, ensuring that research outcomes are directly responsive to community interests and priorities. Equitable resource sharing and transparent governance mechanisms, such as memoranda of understanding (MOUs) or project charters, further strengthen accountability and sustainability [4]. These agreements clarify mutual goals, delineate partner roles, and prevent miscommunication, particularly in long-term or multi-partner projects. Acknowledging community partners' time and expertise through fair compensation or honoraria also reinforces the principle of shared benefit and institutionalizes equity within COAP structures. As noted in the literature, authentic engagement emerges when community partners participate fully and openly, contributing genuine perspectives and co-shaping the research process [19]. This form of collaboration reflects a partnership grounded in mutual recognition, trust, and solidarity [20]. When achieved, co-equal partnerships produce knowledge that is both scientifically rigorous and socially transformative, grounded in collective ownership, mutual accountability, and sustained trust.

Therefore, successful COAPs evolve along this continuum through deliberate efforts to balance methodological rigor with community priorities, openness to community-defined research agendas, equitable sharing of resources, and capability bridging. These elements are not peripheral but foundational to equitable engagement, enabling COAP to

progress beyond consultation toward authentic, co-equal partnerships that yield sustainable and meaningful community impact [4].

### Practical Considerations for Sustaining Ethical, Equitable, and Empowered COAP

Effective COAPs require careful attention to the ethical and operational mechanisms that sustain equity, respect, and authentic collaboration. Beyond shared vision and trust, such partnerships thrive when communication, governance, and resource management are deliberately structured to balance power and uphold fairness. Reciprocal and transparent communication channels ensure that all partners remain informed, feedback flows in both directions, and misunderstandings are prevented, reinforcing mutual accountability [3]. As emphasized in recent scholarship on ethical community engagement, governance structures must reflect a fair division of labor, ensuring that community organizations are not confined to implementer or recruitment roles but are meaningfully engaged in agenda-setting, study design, data interpretation, and dissemination [11]. Shared governance frameworks that explicitly distribute decision-making power help avoid hierarchical imbalances and uphold respect for the knowledge systems of both partners.

Successful partnerships extend beyond procedural collaboration to cultivate solidaristic relationships grounded in mutual recognition, empathy, and shared moral purpose [19]. These relationships help balance academic research goals with community organizations' advocacy and service goals, thereby preventing tensions that can reinforce stereotypes or erode trust between community organizations and the populations they serve. Sustaining ethical COAP requires both partners to openly acknowledge their intersecting missions and negotiate them collaboratively through continuous dialogue and reflexive practice.

Moreover, equitable partnerships depend on fairness in resource distribution, mutual capability bridging, and inclusive dissemination. Equitable allocation of funding, authorship, and recognition fosters long-term collaboration while validating the intellectual and experiential contributions of community organizations [15]. Dedicated training, mentorship, and technical support enhance community autonomy and capability, enabling organizations to participate as equal partners across all stages of the research process. Finally, knowledge dissemination should extend beyond academic audiences to ensure findings are accessible, contextually relevant, and beneficial to the communities involved—through co-authored publications, community forums, or advocacy-oriented reports. Together, these practical considerations, summarized in Table 1, underscore the ethical, structural, and procedural dimensions essential for sustaining equitable collaboration and addressing the recurrent challenges faced by community organizations in research partnerships [4].

Table 1: Practical strategies to strengthen equity and collaboration in COAP

Aspect	Key Consideration	Intended Outcome
<b>Communication</b>	Establish clear, ongoing, and reciprocal dialogue between researchers and community organizations.	Builds trust, prevents misunderstanding, and maintains transparency.
<b>Governance</b>	Develop shared decision-making mechanisms, define roles, and establish accountability structures to ensure fair division of labour.	Promotes equity, mutual responsibility, and power balance.
<b>Resource Sharing</b>	Ensure equitable allocation of funding, authorship, and recognition between academic and community partners.	Encourages fairness, long-term collaboration, and respect for community expertise.
<b>Capability Bridging</b>	Invest in training, mentorship, and technical support for both community and academic partners.	Strengthens community autonomy, participation, and partnership sustainability.
<b>Dissemination</b>	Co-develop inclusive communication strategies, including co-authored publications and accessible community reports.	Enhances visibility, advocacy potential, and real-world impact.

### Conclusion

COAP embodies a transformative model of collaboration that bridges academic inquiry with community priorities, ensuring that research remains both meaningful and impactful. Grounded in shared decision-making, reciprocity, and mutual respect, COAP shifts the research paradigm from studying communities to collaborating with them. Such partnerships foster trust, transparency, and sustained engagement, enabling the co-creation of knowledge that is contextually relevant and responsive to real-world challenges. When communication is open, governance inclusive, and resources equitably distributed, COAP functions as an engine of innovation—strengthening research quality while enhancing community resilience. Beyond generating knowledge, an effective COAP drives long-term capability bridging and social transformation. It empowers communities to shape research agendas, inform policy, and translate evidence into tangible action. Through equitable participation and inclusive dissemination, COAP extends the reach and relevance of academic work, ensuring that findings return to and benefit the communities from which they originate. Therefore, COAP redefines the social role of research as a collaborative and justice-oriented endeavor—advancing scientific understanding while fostering collective well-being and sustainable transformation.

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