

# Dr Walter G. Flores M.

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## Language Skills:

- Spanish (mother tongue)
- English (second language)
- Portuguese (mid-proficient)

## Summary

- Social scientist with more than 25 years of experience in health systems strengthening; health equity; the right to health; and the transparent, democratic and accountable governance of public policies
- Professional experience in more than 30 countries in Africa, Asia, Europe and Latin America
- Founder and past director of the [Centro de Estudios para la Equidad y Gobernanza en Sistemas de Salud](#) (CEGSS, Center for the Study of Equity and Governance in Health Systems), Guatemala, an action-research organization working to improve access to healthcare services for indigenous and other marginalized populations
- Expert advisor to World Health Organization and Pan-American Health Organization
- Recognized as “Emerging Voice in International Public Health” by the Royal Tropical Health Institute, Antwerp, Belgium (2010), for innovative research and advocacy work on citizens’ participation in health systems
- Track-record in successful raising of funds from international organizations to carry-out applied-research and capacity-building of CSO in different countries.

## Current Position

- Research Professor, Accountability Research Center, School of International Service, American University, Washington DC (since January 2023)
- Research Associate, Centro de Estudios para la Equidad y Gobernanza en los Sistemas de Salud-CEGSS, Guatemala (since January 2020)

## Qualifications

- PhD, *Measuring and monitoring equity of resource allocation in decentralised settings: research in Guatemala*, Liverpool School of Tropical Medicine, University of Liverpool, UK (2006)
- Master of Community Health, Liverpool School of Tropical Medicine, University of Liverpool (1997)
- BA, Psychology, California State University, Chico, USA (1992)

## **Employment**

### **Director, Centro de Estudios para Equidad y Gobernanza en Sistemas de Salud-CEGSS, Guatemala** (January 2009-December 2019)

Leading an interdisciplinary team that developed and field-tested innovative approaches, tools and methods in the fields of legal empowerment, social accountability and health system governance. CEGSS work is documented in over 16 academic publications in international peer-reviewed journals, books chapters and over 35 short audio-visuals.

### **Project coordinator, Fundación CEDIM, Guatemala** (August 2006-December 2008)

Coordinating a research project on health systems governance implemented in three countries in Latin America and funded by IDRC-Canada. Responsibilities included research design, project monitoring and the writing-up of scientific papers.

### **Research Associate, Latin American Centre for Health Research, Liverpool School of Tropical Medicine, UK** (August 2001- November 2003)

Technical and administrative co-ordination of three research projects funded by the EU and DFID aiming to assess the effects of health sector reforms in relation to poor population needs and demands. This research work was carried out in Guatemala, El Salvador, Nicaragua, Ecuador and Colombia.

### **Lecturer in International Health, Liverpool School of Tropical Medicine, UK** (January 1999- July 2001)

Lecturing, researching and provision of technical assistance in the areas of management of health care services, project planning and evaluation, policy analysis and economic evaluation of health care services.

### **Research Associate, Central American Institute for Health, Guatemala** (April –December 1998)

Writing up a review paper and the development of research project proposals in the topic of equity in health and health care.

### **Project Manager, CARE International, Guatemala** (January 1993-December 1996)

Managing a four-year project aimed to provide technical assistance on health care services delivery and management to newly decentralised health districts within the health sector reform process in Guatemala. The project was co-funded by the USAID and the Government of Guatemala. As project manager, I was responsible for day-to day project implementation, including the management of project staff (12) and overall technical assistance.

## **Consultancy clients**

- World Health Organization. Geneva, Switzerland.
- Pan-American Health Organization. Washington DC, USA
- European Union Scientific Directorate. Brussels, Belgium.
- Swiss Red Cross. Bern, Switzerland.

- The Global Fund to fight AIDS, Tuberculosis and Malaria. Geneva, Switzerland
- Robert Wood Johnson Foundation. New Jersey, USA
- Ascension Global Mission. Portland, USA
- Institute of Development Studies. Sussex, UK
- Development Alternatives. Maryland, USA
- International Budget Partnership. Washington DC, USA
- International Development Research Centre. Ottawa, Canada
- Open Society Foundation. New York, USA
- Management Sciences for Health. Virginia, USA

## Research grants as principal investigator

Improving the Health and Empowerment of Migrants, Women, and Children in Guatemala during the COVID-19 Pandemic (2020-22) IDRC, CAD 549,000

Citizen-Led Accountability: Applying Systems Thinking to Understand and Strengthen Health System Responsiveness to Marginalized Communities (2016-18) MRC-UK, 150,000 sterling pounds.

Enhancing participation of indigenous people to address discrimination and promote equity in health systems (2012-14) IDRC, CAD 624,600

Empowering indigenous citizens to implement participatory monitoring for accountability in 10 rural municipalities of Guatemala (2011-13) Open Society Foundation, USD 206,337

A Participatory Action-Research Approach to Assessing and Monitoring the Right to Health in Guatemala (2008-09) University of Umea, Sweden, USD 120,000

Strengthening Health Systems Governance in Latin American countries through improvements in equity and accountability (2006-2010) IDRC, CAD 415,000

## Publications

### Peer-reviewed journals

Landrum, K. R., Hall, B. J., Smith, E. R., Flores, W., Lou-Meda, R., & Rice, H. E. (2022). Challenges with pediatric surgical financing and universal health coverage in Guatemala: A qualitative analysis. *PLOS global public health*, 2(9), e0000220.

<https://doi.org/10.1371/journal.pgph.0000220>

Hernandez, A., Hurtig A-K., San Sebastian, M., Jerez F., & Flores, W. (2022) 'History obligates us to do it': Political Capabilities of Indigenous Grassroots Leaders of Health Accountability Initiatives in Rural Guatemala. *BMJ Global Health* 7(5). doi:10.1136/ bmjgh-2022-008530

Hernandez, A., Hurtig A-K., Goicolea, I., San Sebastian, M., Jerez F., Hernández-Rodriguez, F., & Flores, W. (2020) Building Collective Power in Citizen-led Initiatives for Health Accountability in Guatemala: The Role of Networks. *BMC Health Services Research* 20(416).

doi.org/10.1186/s12913-020-05259-6

Samuel, J., Flores W., & Frisancho, A. (2020) Social Exclusion and Universal Health Coverage: Health Care Rights and Citizen-led Accountability in Guatemala and Peru. *International Journal for Equity in Health* 19(216). doi.org/10.1186/s12939-020-01308-y

Friedman, E. A., Gostin, L. O., Maleche, A., Nilo, A., Foguito, F., Rugege, U., Stevenson, S., Gitahi, G., Ruano, A. L., Barry, M., Hossain, S., Lucien, F., Rusike, I., Hevia, M., Alwan, A., Cameron, E., Farmer, P., Flores, W., Hassim, A., Mburu, R., ... Periago, M. R. (2020). Global Health in the Age of COVID-19: Responsive Health Systems Through a Right to Health Fund. *Health and human rights*, 22(1), 199–207.

Flores, W. & Samuel, J. (2019) Grassroots Organisations and the Sustainable Development Goals: No One Left Behind. *British Medical Journal* (365). doi.org/10.1136/bmj.l2269

Hernández, A., Ruano A.L., Hurtig, A-K., Goicolea, I., Sebastián, S. & Flores, W. (2019) Pathways to Accountability in Rural Guatemala: A Qualitative Comparative Analysis of Citizen-led Initiatives for the Right to Health of Indigenous Populations. *World Development* (113) 392-401. doi.org/10.1016/j.worlddev.2018.09.020

Flores, W. (2019) Youth-Led Anti-Corruption Movement in Post-Conflict Guatemala: 'Weaving the Future'? *IDS Bulletin* 50(3). doi: 10.19088/1968-2019.129

Ceron, A., Crooks, V., Labonte, R., Snyder J., & Flores, W. (2019) Medical Tourism in Guatemala: Qualitatively Exploring How Existing Health System Inequities Facilitate Sector Development. *International Journal of Health Services* 49(4). doi: 10.1177/0020731419866085

Wahedi, K., Flores, W., Beiersmann, C., Bozorgmehr, K., & Jahn, A. (2018) Using Information Communication Technology to Identify Deficits in Rural Health Care: A Mixed-Methods Evaluation from Guatemala. *Global Health Action* 11(1). doi.org/10.1080/16549716.2018.1455347

Flores, W. & Hernández, A. (2018) Health Accountability for Indigenous Populations: Confronting Power through Adaptive Action Cycles. *IDS Bulletin* 49(2) 19-34. doi:10.19088/1968-2018.133

Sriram, V., Topp, S.M., Schaaf, M., Mishra, A., Flores, W., Rajasulochana, S.R., & Scott, K. (2018) 10 Best Resources on Power in Health Policy and Systems in Low- and Middle-income Countries. *Health Policy Planning* 33(4), 611-621. doi:10.1093/heapol/czy008

Schaaf, M., Chhabra, S., Flores, W., Feruglio, F., Dasgupta, J., & Ruano, A.L. (2018) Does Information and Communication Technology Add Value to Citizen-Led Accountability Initiatives in Health? Experiences from India and Guatemala. *Health and Human Rights* 20(2), 169-184

Hernández, A., Ruano, A.L., Marchal, B., San Sebastián, M., & Flores, W. (2017) Engaging with Complexity to Improve the Health of Indigenous People: a call for the use of Systems Thinking to Tackle Health Inequity. *International Journal for Equity in Health* 16(26). doi:10.1186/s12939-017-0521-2

Ooms, G., Beiersmann, C., Flores, W., Hanefeld, J., Muller, O., Mulumba, M., Ottersen, T., Sarker, M., & Jahn, A. (2017) Synergies and Tensions Between Universal Health Coverage and Global Health Security: Why we Need a Second 'Maximizing Positive Synergies' Initiative. *BMJ Global*

*Health* 2(e000217)1-4. doi:10.1136/bmjgh-2016-000217

Johnston, R., Crooks, V., Cerón, A., Labonté, R., Snyder, J., Núñez, E., & Flores, W. (2016) Providers' Perspectives on Inbound Medical Tourism in Central America and the Caribbean: Factors Driving and Inhibiting Sector Development and Their Health Equity Implications. *Global Health Action* 9(1). doi:10.3402/gha.v9.32760

Flores, W. (2017) The Sustainable Development Goals in the Central America Region: Current Situation, Challenges and Opportunities for Think Tanks. *Global Health Governance* XI(2), 21-26

Cerón A., Ruano, A.L., Sánchez, S., Chew, A.S., Diaz, D., Hernández, A., & Flores, W. (2016) Abuse and Discrimination Towards Indigenous People in Public Health Care Facilities: Experiences from Rural Guatemala. *International Journal for Equity in Health* 15(77). doi:10.1186/s12939-016-0367-z

Sheikh K., Freedman, L., Ghaffar, A., Marchal, B., el-Jardali, F., McCaffery, J., de Sardan, J.P., Dal Poz, M., Flores, W., Garimella, S., & Schaaf, M. (2015) Posting and Transfer: Key to Fostering Trust in Government Health Services. *Human Resources for Health* (2015) 13(82). doi:10.1186/s12960-015-0080-9

Ruano, A.L., Sánchez, S., Jerez, F., & Flores W (2015): Making the Post-MDG Global Health Goals Relevant for Highly Inequitable Societies: Findings from a Consultation with Marginalized Populations in Guatemala. *International Journal for Equity in Health* 13(57). doi:10.1186/1475-9276-13-57

Ooms, G., Brolan, C., Eggermont, N., Eide, A., Flores, W., Forman, L., Friedman, E., Thomas Gebauer, T., Gostin, L., Hill, P., Hussain, S., McKee, M., Mulumba, M., Siddiqui, F., Sridhar, D., Van Leemput, L., Waris, A., & Jahn, A. (2013) Universal Health Coverage Anchored in the Right to Health. *Bulletin of World Health Organization* 91(2-2A).

Bermejo, R., Abimbola, S., Prashanth, N.S., & Flores, W. (2012) Health Systems Global: An Opportunity to Advance the Health Systems Movement. *Health Policy and Planning* (27) 535–540

Flores, W., Chang, J., & Barillas, E. (2011) Rapid Assessment of the Performance of Malaria Control Strategies Implemented by Countries in the Amazon Subregion Using Adequacy Criteria: Case Study. *Malaria Journal* 10(379). doi:10.1186/1475-2875-10-379

Loewenson, R., Flores, W., Shukla, A., Kagis, M., Baba, A., Ryklief, A., Mbwili-Muleya, C., & Kakade, D. (2011) Raising the Profile of Participatory Action Research at the 2010 Global Symposium on Health Systems Research. *MEDICC Review* 13(3), 35–38.

Flores, W. (2010) Los Principios Éticos y los Enfoques Asociados a la Investigación de la Gobernanza en los Sistemas de Salud: Implicaciones Conceptuales y Metodológicas. *Revista de Salud Pública* 12(1), 28-39.

Flores, W., & Gómez-Sánchez, I. (2010) La Gobernanza de los Consejos Municipales de Desarrollo de Guatemala: Análisis de Actores y relaciones de Poder. *Revista de Salud Pública* 12(1), 138-150.

Flores, W., Ruano, L., & Phe, D. (2009) Social Participation Within a Context of Political Violence:

Implications for the Promotion and Exercise of the Right to Health in Guatemala. *Health and Human Rights* 11(1), 37–48

Daniels, N., Flores, W., et al (2005) An Evidence-Based Approach to Benchmarking the Fairness of Health-Sector Reform in Developing Countries. *Bulletin of the World Health Organization* 83(7), 534–540

Flores, W., Ochoa, A., Briggs, J., & Kroeger, A. (2003) Economic Costs Associated with Inadequate Drug Prescribing: an Exploratory Study in Chiapas, Mexico. *Acta Tropica* 88(1), 57-68

Kroeger, A., Ochoa, H., Arana, B., Diaz, A., Rizzo, N., & Flores, W. (2001) Inadequate Drug Advice in Pharmacies of Guatemala and Mexico: the Scale of the Problem and Explanatory Factors. *Annals of Tropical Medicine and Parasitology* 95(6). doi:10.1080/00034983.2001.11813675

Garner, P., Flores, W., & Tang, S. (2000) Sector-wide Approaches in Developing Countries. *British Medical Journal*, 321(129). doi:10.1136/bmj.321.7254.129

Dickson, R., Abdullahi, D., Flores, W., Lane, J., Marchand, B., Mwenda, J., Simpson, H., & Garner, P. (1998). Putting Evidence into Practice. *World Health Forum*, 19, 311-314

### **Books and book chapters**

Flores, W. & Batzin, B. (2021). Learning for Participatory Governance in the National Health System. In K. Sheikh, & S. Abimbola (Eds.), *Learning health systems: pathways to progress: Flagship report of the Alliance for Health Policy and Systems Research* (pp. 100-104). World Health Organization: Geneva

Flores, W., Laurent, E., & Ruger, J.P. (2020). Well-Being as a Pathway to Equity. In (Alonzo L. Plough ed.) *Well-Being: Expanding the Definition of Progress*. Oxford: Oxford University Press

Flores, W. (2019). Micro-level Analysis of Power and its Relevance for Practice. In R. McGee, & J. Petit (Eds.), *Power, Empowerment and Social Change*. Routledge

Flores, W. (2016) Public Health for Indigenous People in Guatemala: Monitoring from the Bottom Up. In (David McDonald ed.) *Making Public in a Privatized World: The Struggle for Essential Services*. Zed Books, London.

### **Technical reports and briefs**

Flores W., Briggs, J., Crow, R. & Walkowiak, H. (2021) *Engaging Civil Society in Social Accountability to Improve Access to and Appropriate Use of Quality Maternal, Newborn, and Child Health-Related Medical Products: A Discussion Paper*. Prepared for the US Agency for International Development by the USAID Medicines, Technologies, and Pharmaceutical Services (MTaPS) Program

Flores, W. & Rivers, M. (2020) *Curbing Corruption after Conflict: Anticorruption Mobilization in Guatemala*. Special Report No. 482 United States Institute of Peace ISBN: 978-1-60127-826-5

Flores, W. (2018) Legitimacy from Below: Supporting Indigenous Rights in Guatemala, pp 8-10. In: *Examining Civil Society Legitimacy*. Saskia Brechenmacher and Thomas Carothers (editors) Carnegie Endowment for International Peace

Friedman, E., Flores, W., Brolan, C., Hill, P., Hussain, S., Mulumba, M., Latif, L., Eggermont, N., & Gostin, L. (2013) Engaging Communities in the post-2015 Global Health Agenda is a Necessity for Human Rights and Social Legitimacy, pp 100-102. In: *Global development goals: leave no one behind*. UNA-UK.

Flores, Walter. (2018). How Can Evidence Bolster Citizen Action? Learning and Adapting for Accountable Public Health in Guatemala. Accountability Research Center, *Accountability Note 2*.

Godt, S., Agyepong, I., Flores, W., & Sen, G. (2017) *Healthy Lives for Vulnerable Women and Children: Applying Health Systems Research*. International Development Research Centre. Ottawa, Canada.

Halloran, B. & Flores, W. (2015), *Mobilizing Accountability: Citizens, Movements and the State*, Think Piece, Transparency Accountability Initiative.

Norheim, Ole Frithjof ; Ottersen, Trygve ; Chitah, Bona ; Cookson, Richard ; Daniels, Norman ; Eyal, Nir ; Flores, Walter ; Gosseries, Axel ; Hausman, Daniel ; Hurst, Samia ; Kapiriri, Lydia ; Ord, Toby ; Segall, Shlomi ; Defaye, Frehiwot ; Voorhoeve, Alex & Yamin, Alicia (2014). *Making Fair Choices on the Path to Universal Health Coverage*. World Health Organisation.

Guerzovich, F., Rosenzweig, S. & Flores, W. (2014) *Learning Across Localities: Looking at Transparency and Accountability's Local Context More Systematically* Think Piece. Transparency & Accountability Initiative.

Flores, W. & Zakus, D. (2011) Country Actors and Communities for Participatory Implementation Research. Chapter 8 in: *Implementation research for the control of infectious diseases of poverty: strengthening the evidence base for the access and delivery of new and improved tools, strategies and interventions*. World Health Organization, Geneva.

Flores, Walter. (2010) Aproximación a la Gobernanza del Sistema de Salud de Guatemala y las Políticas Públicas de Salud –Guatemala. – Programa de las Naciones Unidas para el Desarrollo.

Flores, W. & Ruano, A.L. (2009) Atención Primaria en Salud y Participación Social: Análisis del Contexto Histórico en América Latina, de los Desafíos Actuales y las Oportunidades Existentes. En: *Salud Para Todos: Una Meta Posible*. Ana Hardoy (editora). IIED-América Latina Publicaciones. Buenos Aires.

Flores, W. (2008) ¿Sistema de Salud de Guatemala, Así Funcionamos? 4, Programa de las Naciones Unidas para el Desarrollo. Guatemala

## **Technical Advice to International Organizations**

**National Institute for Health Research, UK (2022-onwards)**

Expert external advisor on Community Engagement in Health Research

**World Health Organization (2019)**

Member of Task-Force on Social Participation in Health System

**World Health Organization (2014)**

Member of taskforce on Monitoring and Accountability of the Framework to Reduce Child Obesity

**Pan-American Health Organization (2014)**

Member of task force on Universal Health Coverage strategy for the Americas

**World Health Organization (2013)**

Expert advisor to the development of Ethical Guidelines to Universal Health Coverage

**Tropical Disease Research/World Health Organization (2010)**

Expert advisor on Implementation Research for Access and Delivery of New and Improved Tools, Strategies and Interventions for the Control of Diseases of Poverty

**European Commission (2009)**

Expert advisor for the European Commission on the assessment of research projects to receive European funding

**World Health Organization (2005)**

Expert advisor for the World Health Organization on Health Sector Reform and Reproductive Health

## **Scholarships and Awards**

- Kenneth Newell's Bursary in International Community Health, Liverpool School of Tropical Medicine (January-March 1998)
- Katherine Elliot Memorial Award, Liverpool School of Tropical Medicine (1998)
- Technical co-operation training award, British Government (1997)
- Scholastic Achievement Award, Fulbright Scholarship Program, USA (1992)
- Fulbright Scholarship, USA Government (1990-1993)