

The specificity of the PCIMA Surge approach lies in the planning of actions according to the different phases to avoid chaos when the capacity of the health system is exceeded. In its implementation, local decision-makers are involved, ranging from community leaders to village chiefs, from DTCs to ASACO presidents, from mayors to sub-prefects and prefects.

The multisectoral platform for the fight against malnutrition

This entity was created by a decision of the prefect of the cercle in reference to the experience of Yorosso, where a similar framework had contributed to a significant decrease in malnutrition. The platform integrates the various technical services of the State, civil society organizations, professional orders, the mayors of the 28 communes of the cercle, the 10 sub-prefects of the cercle, youth and women. Its establishment has enabled the development of a roadmap composed of commitments from its members in favor of actions at the community level. The authors of the commitments should carry them out before the next meeting, which should theoretically take place in three months. From its inception to January 2022, approximately four commitment follow-up meetings were held. The commitments made were, among others, the sensitization of the population, the organization of active screening for acute malnutrition, the financial support of the CSCoM in the implementation of nutrition activities, the participation of the sub-prefects in the follow-up activities, etc. The platform's meetings served above all as a framework to better inform the various actors of the consequences of malnutrition on local and national development. The innovation of 2022 is the elaboration of a project of mobilization of local resources for the financing of nutrition and food security activities. This project costs more than 100 million CFA francs. It will consist in the realization of 5 market gardens, 5 fish ponds, nutrition monitoring activities, the erection of 5 Guerra goat parks.

Participation of sub-prefects in nutrition activities (supervision, setting up of communal platforms to fight malnutrition, setting up of GSANs): The participation of sub-prefects in URENAS/URENAM supervision activities, as well as their participation in the setting up of GSANs, was a mechanism to better impregnate them in nutrition activities. The collaboration was facilitated by the prefect who authorized direct contact with the sub-prefects for the implementation of the different activities.

Implementation of the GSAN approach in the health district

The prefect and the sub-prefects were involved in the implementation of GSAN through two activities: advocacy at the health district level and community dialogue. Advocacy at the district level allows for the involvement of governance actors (Prefect, sub-prefects, mayor, ASACO, technical services involved). As for the community dialogue, it consists of bringing together the local governance of the commune and the villages concerned for information and advocacy in favor of the GSAN.

After the implementation, they were involved in the supervision activities of the GSAN. During these activities, the technical team made up of the person in charge of nutrition, social development, the driver, an employee of the NGO that financially supports the activity; picks up the sub-prefect whose district is concerned. Once in the village, the team goes to the village chief who, with the help of the DTC and ASACO, invites the members of GSAN. After the supervision, the restitution is made in the presence of the village chief and the members of the GSAN. The strong points and those to be improved are noted and brought to the attention of all the actors. A plea is also made on the mobilization of inputs by the village to facilitate the holding of nutritional demonstration sessions and on the motivation of the members of the GSAN for the sustainability of the activities.

Findings after involvement

Advocacy for nutrition, reproductive health and increased involvement of sub-prefects:

The involvement of the prefect had as a direct consequence the increase of the number of advocacy for nutrition. He seized every opportunity to inspire the actors (sub-prefects, mayors, presidents of ASACOs, village chiefs, etc.) through his experience on the need for their involvement in the fight against malnutrition. He convinced a consortium of NGOs to finance a regional forum in Kayes for the local mobilization of resources for the financing of nutrition. He convinced (almost demanded) the mayors to take into account the financing of nutrition in the PDSEC. He pleaded with the mayors for the regular payment of their quotas within the framework of the evacuation referral system and the integration of the referral of severely malnourished children with complications in the said system. Indeed, the referral-evacuation system is a system of mutualization of efforts on the part of town halls and ComHAs for the transfer of a parturient or newborn from a CSCoM to the CS-

Réf by means of an ambulance with qualified personnel on board. The ASACOs and the town halls must annually contribute an agreed sum for the operation of the system.

Through the involvement of the prefect, the sub-prefects are also involved in nutrition activities facilitating the multisectoral approach to nutrition. As an anecdote, having been the object of many sensitizations on different aspects of malnutrition, the sub-prefects during the supervision of nutrition activities often played the role of the supervising health agent. They addressed the population by defining malnutrition, citing the different types of malnutrition, mentioning the consequences of malnutrition on the intelligence of the child, and its impact on the local and national economy. Their presence at these activities demonstrated how seriously the issue of nutrition was taken by the government. Their participation also increased trust between administrators and constituents who are happy to have their commanding officer in their villages for matters that concern them. It was reported that the supervision of CSCoM Surge (CSCoM applying the PCIMA-Surge approach) brought a sub-prefect to a village in his district where he had not been for more than seven years.

It should be noted that the support from the mayors' offices has always been low until 2019, which favors the mobilization of local resources for the financing of nutrition activities. And the sub-prefects have significantly contributed to this change.

Another success story directly related to the involvement of the sub-prefects is that in 2021, an NGO wanted to train the members of the ANSGs of six health areas and only had the resources for five people per ANSG (ten people had previously been selected per village). To be able to train all the members of the ANSGs, the district nutrition officer asked the sub-prefects to request the support of the mayors by paying the per diems of the participants, which were not covered by the NGO's budget. In five out of six health areas, the communities have financed the additional resources for the training of the GSA. It is clear that without the interventions of the various sub-prefects, it would have been difficult to mobilize additional financial resources so that all the members of the ANSGs could be trained.

Also, some sub-prefects are pedagogical in places where village chiefs are unable to mobilize inputs for nutrition demonstrations. On several occasions, many sub-prefects have given money to the

supervised ANSGs to carry out nutrition demonstrations. This motivates the GSA and indirectly pushes local officials to become more involved.

The involvement of the prefect, as the first executive officer, has helped to inspire and influence other actors such as the mayors to include lines in their PDSEC to finance the fight against malnutrition in their communes; to better involve the sub-prefects in the fight against malnutrition.

PCIMA surge approach

After the implementation of the said approach in thirty health centers, and for the first time, the communities (ASACO and maries) had mobilized more than eight million CFA francs for the financing of nutrition activities (nutritional demonstrations, organization of active screening for acute malnutrition, monthly meetings with community actors, monitoring of health center activities, transportation of nutrition inputs). Although the above-mentioned activities directly benefited the communities, they were mostly financed by the NGOs. In 2020, the mobilization was of the order of more than 24 million of which more than 7 million was for nutrition activities only. This is a remarkable feat especially since the world was living under the Covid-19 pandemic. The roles of the prefect and sub-prefects were of paramount importance in the achievement of these results because by participating in the implementation and monitoring process; their presence brought the mayors of the communes to be present as well as the heads of the ASACOs. Once all the decision-makers were present, resolving the problems identified during the supervision became easy.

This approach was an effective mechanism for the district to involve the prefect and sub-prefects as representatives of the state in the implementation of nutrition activities that led to significant results.

Change in the framework for nutrition supervision:

As reported, the supervision of nutrition activities remained a series of low impact activities before and without the involvement of sub-prefects. Indeed, they were characterized by the absence of decision-makers during the restitutions. This meant that the bottlenecks identified remained unresolved. With the involvement of the sub-prefects, we have seen the participation of the mayors to whom the State has given the responsibility of health in the com-

mune as well as the presidents of the ASACOs who ensure the implementation of health actions in the health areas.

Contribution to the mobilization of local financial resources

The sub-prefects and the prefect have actively participated in the mobilization of local resources in Kayes District. This was an innovation in the history of nutrition in the district.

Their contributions took different forms:

Individual contributions: during the supervision of GSAN activities in the villages, some sub-prefects had to finance nutrition demonstration activities in some villages. The total amount financed was around one hundred thousand CFA francs. These actions have served to encourage the village chiefs to better understand their responsibilities, which include the provision of nutritional demonstration inputs and the motivation of GSAN members. If the district chief finances nutrition activities targeting children and women in their villages, there will be recognition that reinforces the advocacy that the sub-prefects carry out by asking the mayors and village leaders to get involved so that the prevention of undernutrition at the community level is successful.

It should be noted that one sub-prefect had to contribute financially to the implementation of active screening in the health areas (case of the sub-prefect of Segala).

Also, we can mention the catering costs and the costs of inputs for the nutritional demonstrations which were granted by the sub-prefect of the Ambidedi district amounting to more than two hundred thousand CFA francs during the biannual follow-up meeting in the Ambidedi district. This same sub-prefect committed himself to motivate the CSA of a village in the district at a rate of ten thousand CFA francs per month.

Advocacy with ASACO/Mayor's office: some sub-prefects have called on ASACO managers and mayors so that they can continue to finance nutrition activities in their communes. We can mention the case of the sub-prefect of the Ambidedi district who has repeatedly contacted the mayor and the president of the ASACO of the Dramané CScm for the implementation of nutrition activities for which they had committed themselves through the PCIMA Surge approach and the multisectoral platform. This was a trigger for the realization of the activities because the ASACO made arrangements to finance the following activities: quarterly active screening of

acute malnutrition in the health area of Dramané, nutritional demonstration sessions, monthly supervision of the GSANs, monthly meeting with the community actors.

We can also mention the case of the sub-prefect of the Samé district who made the plea to the mayor and the ASACO for the financing of nutrition activities.

Organization of semi-annual follow-up of nutrition activities in the districts

This activity is an innovation of the Kayes health district. It was born from the suggestion of the RND of Kayes to the sub-prefects to organize local follow-ups of the commitments of the mayors and presidents of the ASACO in the financing of nutrition activities in relation with the Surge actions. The first local monitoring meeting was held in the Ambidedi district in June 2021. To date, three semi-annual meetings of local monitoring of nutrition activities at the level of the districts have been held, including two in Ambidedi and one in Segala. These meetings consisted of an invitation from the sub-prefect to the mayors of the district, the presidents of the ASACOs, the DTCs, the village leaders and a member of the local GSAN. During this meeting, an update was given on certain activities during the period (nutritional demonstrations, number of IEC, number of monthly meetings of community actors, number of follow-up of CHWs and GSAN, contributions of the ASACO and the mayor's office, difficulties and prospects). It should be noted that these meetings were financed neither by an NGO nor by a UN agency, but by either the sub-prefect himself (in Ambidedi for the first time by providing food for the participants and by having granted one hundred thousand CFA francs to the GSANs of four health areas to finance the nutritional demonstrations), or by the ASACO (in the case of the Diboli meeting in January 2022). As for the participants, they are responsible for their own travel. The second meeting in the same district was financed by the ASACO of Diboli under the leadership of the town hall, which took care of the catering for more than sixty participants (coffee break and lunch break). During this meeting, the sub-prefect financed the making of forty GSAN vests to the tune of fifty thousand CFA francs.

In the case of the Ségala district, not only were the activities carried out during the period presented with identification of bottlenecks and prospects, but it was also a framework for mobilizing resources. For the mayors who participated in the meeting all made

financial commitments to support nutritional activities in their communes. The mayor of Marintoumania pledged one hundred thousand CFA francs (which he gave to ASACO), the representative of the mayor of Marena Diombougou pledged to give fifty thousand CFA francs to each of his two CCom. The mayor of the commune of Ségala, who was absent from the meeting, was contacted by the sub-prefect and the office of the intermunicipality. Thus, the said mayor undertook to support the three CCom of the commune quarterly to the tune of fifty thousand CFA francs (which he did in December 2021).

Financial resources mobilized

In 2020 and 2021, missions to capitalize on the activities of the PCIMA Surge approach crisscrossed thirty CCom Surge. The results were as follows.

Funded activities	Total Cost 2019 (N: 27CCom)	Total Cost 2020 (N: 29)	Totals
Transport of nutrition inputs from CSRéf to CCom	1 161 350	1 720 000	2 881 350
Nutritional demonstrations	1 130 300	1 520 500	2 650 800
Monthly meetings	1 036 500	1 076 000	2 112 500
Quarterly Active Screening	1 522 700	1 864 700	3 387 400
Monitoring	45 000	170 000	215 000
Gap Resolution	2 415 724	19 163 000	21 578 724
Other fees Surge	776 500	289 300	1 065 800
	8 088 074	25 803 500	33 891 574

Table 1: Activities financed by resources mobilized at the local level by the ASACOs and town halls according to time.

Community health worker (ASC)

As the impacts of the involvement of sub-prefects in nutrition activities have been noted, some NGOs have started to plan outings of the CHW focal point with them to do advocacy at the community level so that mayors, ASACO presidents and village leaders can motivate CHWs so that they can continue working. This was successfully done in all the villages where the missions were carried out.

Nutrition activity support group (GSAN)

In view of the positive results achieved by the GSANs during the coordination meeting of the GSAN activities in November 2021, we can say that the involvement of the sub-prefects and the prefect has been very beneficial. Some elements of these results for 16 CCom out of 18.

Indicators	Totaux
Number of children followed by GSAN	3719
Number of pregnant women followed by GSAN	979
Number of children screened Green by Shakir's band	19313
Number of children screened Yellow by Shakir Band	574
Number of children screened Red by Shakir Band	190
Number of IEC sessions	320
Number of participants in IEC sessions	11418
Number of Nutritional Demonstration Sessions	236
Number of participants in Nutritional Demonstration sessions	12378

Table 2: Indicators of 90 ASG activities in 16 health areas from July to November 2021.

The participation of sub-prefects and prefect in the various processes has significantly contributed to the achievement of these results, which also need to be greatly improved.

The involvement of Kayes sub-prefects and prefects as a success story implemented in other districts of the region or in another region.

The involvement of the administrators of the Kayes health district in nutrition activities has served as a source of inspiration in the region and in the country. For example, during the implementation of the PCIMA Surge approach in the Yélimané health district in 2021, an important role was given to the sub-prefects who actively participated in the different processes. We can also mention the involvement of the sub-prefect of Gogui in the Nioro region to mobilize inputs for the GSANs. We can also cite the case of the Segou region, where during a meeting, the Kayes experience was presented and served as a source of inspiration for certain sub-prefects.

Discussion

This study highlights the contributions of administrators (sub-prefects and prefects) in governance, mobilization of financial resources, and monitoring of activities in the fight against malnutrition in the Kayes health district. However, one of its limitations is that the results achieved are not specific to the contributions of administrators. Other actors (mayors of communes, presidents of ASACOs, DTC, RND, community relays, ASCs, GSANs, village chiefs, NGOs, UN agencies) have also contributed significantly. Despite this situation, it is undeniable that the sub-prefects and prefects have added value in the fight against malnutrition through their involvement. This observation is shared by some authors/information sites. Already in its publication of April 29, 2020, Scaling Up Nutrition presented on its website the contributions of Prefect Bernard COULIBALY in the fight against malnutrition in the health district of Kayes in its presentation [5]. Also, the DEPECHE.fr in its publication of January 24, 2022 highlighted the contribution of the involvement of the sub-prefecture of the district of Saint-Giron in France in the fight against the health crisis related to Covid-19 [6]. In these two publications, the administrators stand out for their ability to mobilize and coordinate activities either in the fight against malnutrition or in the fight against Covid-19.

In view of the importance of the involvement of sub-prefects in nutrition activities in particular, one may wonder about the causes of their under-involvement in general in the country. One probable cause would be their omission from the national protocol for the integrated management of malnutrition [7]. In this document, sub-prefects and prefects are not explicitly mentioned among the actors. As representatives of the State in the districts, with the power to monitor activities in the communes, they remain effective allies in achieving the objectives of nutrition and food security, and therefore the Sustainable Development Goals (SDGs). Also, concerns about the implementation of the multisectoral approach are dispelled because they are able to involve other technical services in their jurisdictions and other community actors that the health services cannot. The involvement of sub-prefects/prefects will correct what could be considered a misuse of an important link in the chain of command. For just as governors represent the state at the regional level, so prefects represent it at the district level, and so do sub-prefects at the district level. So wanting to work on the populations of the communes and with their leaders without sufficiently

involving the entity that manages them; remains a business with little profit.

It must also be recognized that the involvement of sub-prefects and prefects will be an important step but will not magically solve all the difficulties of frontline nutrition. The question of adaptive leadership that these actors must embody remains another matter. So, one thing will be to involve them, another will be to orient them on what they can and must do to move the lines in the fight against malnutrition in their constituencies. And this in turn requires great leadership from the technical service (s) in charge of nutrition, or involved in the multi-sector and multi-actor approach to nutrition. It would also be necessary for the NGOs to implement this approach sufficiently (i.e. involvement of the sub-prefects and prefect in nutrition activities) by facilitating the participation of the administrators during the different activities, in order to elevate the usual function that is assigned to them above the visas of the mission orders and the reading of speeches during the different ceremonies. Also, it is legitimate to wonder about the availability of sub-prefects and prefects if all sectors began to solicit them in the manner proposed in this work. Wouldn't these requests generate other needs that could increase the burden on the State with negative returns on nutrition activities? These questions remain scientific and legitimate. However, from the beginning of their involvement in the health district of Kayes in 2018 to the present day, no negative effect has been noted in the support of the sub-prefects and prefect in the implementation of the various activities of the different sectors in the fight against malnutrition.

Conclusion

The involvement of the prefect and sub-prefects of the Kayes circle in nutrition activities has greatly contributed to the mobilization of local resources for the financing of nutrition activities. It has allowed the semi-annual follow-up of nutrition activities in some districts totally financed by the community. This is really an innovation in this field and is in line with the sustainability of the activities by reinforcing the impact of the projects. In practice, the strengthening of the involvement of these actors seems to accelerate the achievement of the SDGs. All actors in the field of specific nutrition or the multisectoral approach are invited to put this success story of the Kayes health district to the test in order to contribute to the reinforcement of knowledge in this area and to contribute significantly to the achievement of the SDGs.

Recommendations

General directorate of health and public hygiene/nutrition sub-directorate

- Include the names of the sub-prefects and prefects in the actors implementing nutrition activities in the national protocol for the integrated management of acute malnutrition;
- Capitalize on/extend the involvement of sub-prefects and prefects in nutrition activities.

United Nations Agency/Health Districts and its partners

- Involve the sub-prefects and prefects in nutrition activities (advocacy for nutrition; supervision of PCIMA; supervision of GSANs, ASC, community relays; reviews of data from the different health programs) and in all related activities (WASH, agriculture, livestock, fishing, education, etc.)
- Plan the participation of sub-prefects and prefects in nutrition activities at the community level;
- Orient sub-prefects and prefects on the different activities allowing a strong empowerment of implementation and follow-up of activities at community level;
- Involve sub-prefects and prefects in the mobilization of local resources for nutrition financing;
- Motivate sub-prefects and prefects by showing them recognition and granting them titles of "Nutrition Champion".

ASACO/DTC/COMMUNES

- Use sub-prefects and prefects to solve problems related to nutrition issues;
- Plan and carry out follow-up activities in the field with sub-prefects and prefects;
- Involve sub-prefects and prefects in the establishment of communal platforms for the fight against malnutrition.

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