

Appeal 2001-2002

 International Federation
of Red Cross and Red Crescent Societies

SOMALIA (Appeal 01.16/2001)

Click on programme title or figures to go to the text or budget

	<i>In CHF</i>
1. Disaster Preparedness	196,984
2. Health and Care	1,658,275
3. Institutional Development	210,982
4 Coordination and Management	513,924
Total	2,580,166



Introduction

Somalia remains a divided and strife-torn country. Despite the emergence of relatively peaceful areas in the north west and northeast, and an attempt to form a central government with international support, the majority of the population lack access to basic medical facilities. The southern part of the country is for the most part lawless and un-administered.

The Somali Red Crescent Society (SRCS) has been active in most parts of the country during the years of conflict that have followed the overthrow of the Siyad Barre regime in 1991. It is the only humanitarian institution represented across the nation. Its network of primary health care clinics have saved many lives and supported the most vulnerable people in society, especially mothers and children. This programme continues the support given by the Federation to the SRCS's health care programme and launches initiatives to raise funds from Somalis at home and abroad. The Federation programme aims to assist the SRCS with the development of its human resources at national and regional levels, and to strengthen its institutional capacity for disaster preparedness.

For most of 2000 Somalia continued to suffer from a devastating civil war that started in 1991 and continues in many regions throughout the country, resulting in geographical fragmentation and no central government. Almost the entire infrastructure of the country had been destroyed during the conflict, and the frequent outbursts of fighting continue to provoke population displacements. While some areas of the country enjoy a relative peace and stability, enabling humanitarian organisations to implement development programmes, most of the southern regions still suffer from interclan and faction fighting as well as banditry.

Nation-wide peace initiatives had failed until the recent breakthrough at the Djibouti conference on national reconciliation, resulting in a clan-based parliament whose 245 members elected a President. During the period under review, the war between Ethiopia and Eritrea added a new element of concern to the regional situation.

With the support of the Federation, the SRCS has managed to survive during the civil war and maintain operations in favour of vulnerable groups where all other formal structures and services have collapsed. To respond to the humanitarian needs and to continue providing the required support to the SRCS, the Federation formulated a strategy intended to support SRCS efforts by focusing programme activities primarily on the health sector, and more specifically:

- providing essential health services through the SRCS Integrated Health Care programme; supporting the Garoe Community Hospital.
- improving the institutional development of the National Society; introducing a community based first aid programme in some regions of the country.
- improving the emergency response capacity at branch level. Federation activities will be coordinated with the ICRC which is the lead agency in Somalia, as well as with the United Nations agencies.

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1. Disaster Preparedness

Background and progress to date

In addition to the continuation of conflict in much of the southern part of the country, Somalia is subject to a cycle of floods and drought. Although it is present in most regions of Somalia, the SRCS lacks the management capacity and resources to deal effectively with large-scale emergencies. Although branches of the SRCS report regularly on conditions inside Somalia, the reports tend to be undernourished and there is no provision for detailed follow-ups not is there any consistency in the way in which the reports are made. Therefore the Federation plans to continue a number of workshops, located at branch level inside the country, for senior SRCS personnel, in order to improve their assessment and reporting skills. This will be effected by the regional Disasters Preparedness delegate with ICRC support. During the latter months of 2000 workshops on Disaster Preparedness have been launched with a view to increase the SRCS staff capacity for Disaster Preparedness.

Goal To improve the capacity of the Somali Red Crescent Society to predict, plan and respond effectively to emergencies within Somalia.

Objectives and Activities planned

Objective 1 To train national society senior staff in disaster management and needs assessment planning, the linking of relief and development and in the use of the Federation standard guidelines (NS guide, the SPHERE programme).

The activities to achieve this objective are:

- To design and implement six training workshops for senior staff of the SRCS at branch level from Mogadishu, Kismayo, Baidoa, Hargeisa, Boroma, Berbera, Burao, Garoe and Galcayo, under the supervision of the Regional Disaster Preparedness Delegate, to demonstrate the use of the appropriate systems of reportage and introduce the most recent Red Cross experience in disaster awareness and monitoring. The workshops will also emphasise the linkage with key players such as the ICRC, the United Nations family, and non-governmental organisations. The programme will also introduce the Federation vulnerability and capacity assessment guide as a tool for targeting high risk areas and the most vulnerable groups.
- To furnish the senior staff of the SRCS with the necessary tools and methodology to enable them to make thorough, timely and comprehensive assessments of areas of vulnerability within Somalia.
- To assist the staff of the SRCS in the preparation of contingency plans for drought and floods.

Expected results

Expected results are that the SRCS will be enabled to provide timely and professional warning and assessment of emergencies within the country, and therefore contribute to international monitoring and response to disaster situations. National Society staff will also be capable of emergency and contingency planning, using Federation global standards.

Indicators

- The SRCS at branch level provide regular and comprehensive reports on the situation in their areas of responsibility to the Somali Red Crescent headquarters, who share them with the Red Cross/Crescent movement and the international community.
- The SRCS prepares appropriate contingency plans.
- SRCS staff are trained in disaster management.

Monitoring and Evaluation arrangements

The Regional Disaster Preparedness delegate will monitor, assess and report on the progress and quality of the reporting, in co-operation with the staff of the Somalia Delegation, and the ICRC.

Critical assumptions

- The leadership and staff of the SRCS are committed to the programme.
- The security system within Somalia allows the workshops to be conducted in the key areas of the country.
- Timely, stable and adequate funding is available to mount and complete the programme.
- Sufficient trained staff are retained.
- ICRC and other key players are co-operative.

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2. Health and Care

Support to Primary Health Care Programme of the Somali Red Crescent Society

Background and progress to date

The core of the programme is to continue the operation of health clinics throughout Somalia under the Integrated Health Care programme and support for the community hospital in Garoe, Nugaal region. The Federation plans to seek alternative, Somali-based sources of income to support the clinics, which rely heavily on donor funds, mainly from the Red Cross movement, to pay clinic staff, supply drugs and monitor standards. The Integrated Health Care programme (IHC) of the SRCS was begun in 1993. Its Mother and Child Health/ Out Patient Department (MCH/OPD) clinics give promotive, preventive and curative primary health care to the most vulnerable groups of the community, especially mothers and children. Two new clinics were opened in September 2000, bringing the total number of Federation supported clinics to 26. The SRCS has provided assistance to the community hospital in Garoe since 1994, providing a regular supply of drugs and medical equipment, payment of incentives to the hospital staff, training and technical advice.

The Federation works closely with ICRC, UNICEF, UNDP and NGO partners in supporting the SRCS programmes. The SRCS runs 44 clinics in total throughout Somalia, 26 are supported by the Federation, the rest by the ICRC. The ICRC also supports the SRCS in running the surgical hospital at Keisaney, close to Mogadishu. The Norwegian Red Cross plays a prominent role in sponsoring the SRCS branch offices and their staffs, in addition to funding and helping to manage rehabilitation centres and their associated activities for crippled or limb less victims in Mogadishu, Hargeisa and Galcayo. The World Bank took over the funding of the 12 Puntland clinics from the Swiss Red Cross in 2000. It also began the first part of a study, conducted jointly with the Federation, of health sector rehabilitation in the Puntland State of Somalia. The objectives of the study are to understand the wider socio-economic and political context in Somalia, to examine and document the SRCS's role in the provision of health services over the last ten years, to conduct a broader study of the health sector in Puntland, to explore ways in which the SRCS can play a catalyst role in the provision of a sustainable service to the population of Puntland and to draw out lessons that can be used to guide International Federation policy-making when supporting other National Societies in their post-conflict reconstruction efforts.

In addition to its support for the health care programme of the SRCS, the Federation intends to take a more dynamic interest in the role and management of the MCH/OPD clinics throughout the country, in conjunction with other international partners, notably the ICRC and the World Bank. To this end, the recruitment of a Health Economist delegate is recommended.

Goal(s) The programme aims to alleviate suffering by providing primary health care for the most vulnerable groups in twelve out of the eighteen regions recognised in Somalia. Efforts will be continued to develop more community participation through local committees and support groups. In 2001-2002 an emphasis will be placed on the long term sustainability of the IHC programme and a gradual lessening of dependence on donor funding.

Objectives and Activities planned

Objective 1 To continue support for 26 MCH/OPD clinics, with the provision of essential health services for up to 900,000 people; to improve the quality of the treatment.

Activities to achieve this objective are:

- To provide funds for the health workers in 26 clinics.
- To monitor the quality of professional health care provided by the clinics.
- To procure and deliver drugs, medical, communications and other supplies to the clinics.

- To provide training for the staff and assessing their work.
- To develop health education and increased the coverage of immunisation.

Objective 2 To continue support for the Garoe community hospital until the end of 2002, with an increasing participation from the local community, authorities and management committee of the hospital.

Activities to achieve this objective are:

- To monitor the services of the Garoe Hospital and supply it with equipment and medical supplies.
- To develop the skills of the staff and management of the hospital.
- To achieve more efficient cost recovery and promote community participation and a staged Somali State of Puntland ownership of the hospital.
- To provide training for staff and management.

Objective 3 To reduce dependence on donor funding for the clinics.

Activities to achieve this objective are:

- To support the SRCS in a drive to raise funds inside Somalia, from authorities, institutions and the public and private sectors.
- To design and launch a website in Somali aimed at Somalis at home and abroad in order to raise awareness of the SRCS activities and solicit funding.
- To introduce cost recovery in some of the clinics.

Objective 4 To mount a campaign in Somalia to inform people about the dangers of HIV/AIDS and how to prevent them.

Activities to achieve this objective are:

- To organise training and information workshops for SRCS staff and volunteers about the dangers and prevention of HIV/AIDS.
- To disseminate this information to the public through the SRCS clinics. To reinforce the messages by a poster and leaflet campaign in 2001.
- To launch a radio campaign with attractively packaged “commercials” on the same theme in the second half of 2001, continuing through 2002.

Expected results

To achieve objective 1:

- In 2001 and 2002 the 26 MCH/OPD clinics supported by the Federation through the SRCS continue to provide primary and curative health care to approximately 900,000 of the most vulnerable Somalis.
- Staff at the clinics improve the quality of their service and their financial and medical reporting, and respond to training.
- Immunisation services are enhanced and health awareness in the community improved.

To achieve objective 2:

- In 2001 and 2002 the Garoe community hospital supported by the Federation through the SRCS continues to provide enhanced medical care, the general skills and knowledge of its staff are improved
- The hospital facilities are upgraded.
- The dependence on external funding sources is markedly reduced.

To achieve objective 3:

- Funds from within Somalia, from public, private and institutional sources, are raised at branch level to support the MCH/OPD clinics.

To achieve objective 4:

- Awareness of HIV/AIDS and preventive action is enhanced in Somalia; the incidence of HIV/AIDS diminishes.

Indicators

- Increased potential number of patients; recorded immunisations increase; better and more detailed reporting.
- Garoe hospital provides better and more comprehensive reporting on its services.
- Puntland administration takes an increasing role in funding and management.
- skills and knowledge of staff improved through reports by trainers.
- Funding from the community and local donors lessens the need for donor support by the end of 2002.
- Presentation of HIV/AIDS cases at the SRCS clinics diminishes; assessments confirm awareness of the causes and prevention of HIV/AIDS increases.

Monitoring and Evaluation arrangements

Monitoring of this programme will be carried out in the following ways:

- The health delegate and health officer of the Somalia delegation will make regular visits to the SRCS branch offices, and the clinics they supervise, to assess, advise and monitor their performance. They will document the usage and performance of the clinics.
- The regional health delegate will provide support and advice for the monitoring process.
- Evaluation of this programme will be carried out in the following ways:
 - The health specialist staff of the Somalia delegation will prepare analyses of the clinics' work. The delegation pharmacist will evaluate and advise on the control and usage of drugs in the clinics and the hospital.
 - The ongoing World Bank/Federation study of health care in the Somalia State of Puntland will provide essential documentation and additional evaluation of the clinics and the Garoe hospital, besides illustrating innovative ways in which lessons can be learned from the health services run by the SRCS.
 - The Italian Red Cross study of Garoe Hospital has already provided a useful evaluation of its services. The Italian Red Cross propose to follow up their study with further investigative work as well as action to remedy inadequacies in its systems and facilities.

Critical assumptions

- Sufficient funds are available to sustain the work of the clinics and provide them with drugs and other medical supplies.
- Political stability in Somalia permits the clinics to continue their operations;

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3. Institutional Development

Background and progress to date

Support for the Leadership and Organisational Development of the SRCS

For a decade, Somalia has been a fragmented country, where, despite the achievement of relative peace in the NW and NE, the southern regions have seen continuing conflict. The Somali Red Crescent Society has, remarkably, survived as a national institution and been able to operate - often with great difficulty - in most of the eighteen regions of the country. Most of its efforts have been aimed at providing primary health care for the most vulnerable people in the country but branch offices have done their best to recruit volunteers, conduct first aid courses, and give advice about humanitarian values and health care. Despite the respect given to the SRCS by all sections of society, the difficulties of working in a country without a central government are immense. Funding has come almost entirely from the international community. The President and Secretary-General of the Society are located in neighbouring Kenya. Somalia's infrastructure has stagnated in recent years, transport and communications between regions are poor and there is continuing antagonism between local administrations and faction leaders. All this has led to the SRCS operating at branch rather than national level.

In January 2000 the leadership and senior officers of the SRCS, together with representatives of the international Red Cross/Red Crescent movement, met in Djibouti, to assess the goals of the SRCS and plan the way forward. During 2000 stout efforts have been made to improve the management and resource capacity of SRCS but there is still much to be done. The Society remains heavily dependent on international support.

Goal The goal of the programme is to reinforce the leadership and capacity of the Somali Red Crescent Society

Objectives and Activities planned

Objective 1 To enhance the management capacity of the senior officers of the SRCS.

The activities related to this objective are:

- To organise three workshops in Somalia, in conjunction with the Regional Institutional Development delegate, for directors and senior officers of the society on management of office and resources.

Objective 2 To improve financial and other reporting from the branches.

The activities related to this objective are:

- In conjunction with the ICRC, to continue the development of a new standardised system of financial accounting.
- To send the Somalia Delegation finance officer on four visits to branch offices to help supervise the accounting systems.
- To organise two workshops in Somalia for SRCS finance officers.

Objective 3 To assist in strengthening the development of the society's programmes.

The activities related to this objective are:

- To work closely with the Regional Institutional Development delegate to improve and develop the programmes of the SRCS by visits and informal sessions at branch level.

Objective 4 To significantly increase the level of Somali Red Crescent Society income from voluntary contributions at home and abroad and thereby lessen the dependence of the society on donor funding by the end of 2002.

The activities related to this objective are:

- To launch a Somali Red Crescent Society website in 2001 which will inform Somalis throughout the world in their own language about the activities and needs of the SRCS and provide a source of funding from the diaspora. The website will also be a source of information - in English - for a wider audience of people interested in Somalia and the activities of the Somali Red Crescent Society. It will include an audio segment and be regularly updated, providing an attractive source of information about Somalia through the activities of the SRCS.
- Branches of the SRCS will also be encouraged to produce innovative ways of raising funds locally. The Federation will arrange a meeting of branch chairmen at senior level in Somalia to brainstorm on this.

Expected results

- The branches of the SRCS adopt common and more effective systems of management and provide better and more detailed reports of their activities. The SRCS leadership and management at national and branch level is thereby enhanced.
- The Somali Red Crescent branches provide timely, pertinent and detailed reports of their financial income and expenditure.
- The programmes of the SRCS are better co-ordinated nationally and their officers demonstrate that they are effective.
- The website is launched by the end 2001. Enhanced funding for the SRCS is donated by Somalis living abroad in response to the society's website. The branches of the SRCS respond by launching new initiatives for local fundraising.

Indicators

- Cost recovery, where appropriate, brings in additional income at branch level.
- The branches launch fund raising initiatives and money is raised.
- Branches provide timely and more pertinent reporting with standardised formats and more detail. The offices of the branches demonstrate that they are effectively managed and staffed effectively.
- The financial reports are received on time, with full details and in the new agreed format.
- The programmes are shown to be professional and effective, through monitoring, reports and visits by senior staff and Red Cross/Red Crescent visitors.
- Following the launch of the website, Somalis and others respond by accessing the site, communicating with the SRCS and contributing funds.

Monitoring and Evaluation arrangements

- The ICRC and Federation will continue to co-operate in their visits to Somalia and their liaison with the SRCS branches, on order to evaluate the activities *in situ*.
- Assistance from the Regional Delegation's specialist delegates - Finance, Institutional Development - will be enlisted to assist in the evaluations.
- The website will be monitored and evaluated by the Regional delegation with assistance from the Federation Media Service.

Critical assumptions

- The SRCS staff and management support and respond to the initiatives to enhance their structures and organisational systems.
- The economic situation of Somalis enable them to contribute significantly to the work of the SRCS.
- The political situation inside Somalia permits access and interaction for international and national staff.
- Sufficient funds are available to set up the website and fund its continuing operation.

4. Coordination and Management

Background and progress to date

The Federation Delegation to Somalia was opened in 1993, following the overthrow of the late President Mohamed Siyad Barre two years earlier. The Somali Red Crescent Society (SRCS) worked throughout the country during the civil conflict that began in 1991, at first working with the ICRC in emergency relief operations. As the ICRC began to scale down its operations the Federation moved in to support the SRCS's programme of health care support for the most vulnerable groups of Somalis, especially mothers and young children. With the Federation's help the SRCS started to build up a network of Mother and Child Health/Out Patient Department (MCH/OPD) clinics providing urgently needed curative, preventive and promotive health care.

In recent years the Federation has helped the SRCS to extend and consolidate their Integrated Health Care programme despite having to work in a fragmented country without a central administration. Indeed, the SRCS is the only Somali humanitarian organisation to operate in all parts of the country. Besides the 45 clinics it runs, the SRCS operates three rehabilitation centres mainly for victims of landmines, supports a community hospital in Garoe, central Somalia, and operates the Kesaney hospital just north of Mogadishu. Its ten branches run courses in first aid, health promotion, dissemination and have tracing services. Their network of volunteers has diminished since the years of intense conflict but is still active.

One limiting factor in the governance of the SRCS is that its President and Secretary General, for practical and political reasons, are located outside Somalia, in the Kenyan capital Nairobi. The Delegation is also based there.

The Delegation will continue to support the SRCS during the period of this programme with an emphasis on improving its capacity, especially its control and governance structures, extending its community base, setting up systems for emergency preparedness and launching a campaign of HIV/AIDS awareness. The presence of the SRCS throughout the country gives it a prominent role in campaigns such as polio vaccination. The Federation will help co-ordinate and promote such ventures. It will also prioritise support for the improvement of management systems, financial and health care reporting and a more focused and effective governance from the Nairobi office. It will also track the new political initiatives in Somalia which, if successful, will have a dramatic influence on the current political balance of power.

Goal The main goal of this programme is to build a more efficient SRCS that has increased capacity to manage and implement its programmes and develop its strategies throughout the country.

Objectives and Activities planned

Objective 1 To ensure the effective management of the Delegation.

The activities related to this objective are:

- Hold regular delegation meetings and special meetings on major issues.
- Agree action plans for all staff and conduct monthly reviews.
- Formally report on a quarterly basis to the Secretariat and its partners.
- Ensure that systems are in place for the efficient running of the delegation.

Objective 2 To provide appropriate support and assistance to the SRCS management.

The activities related to this objective are:

- Ensure effective screening of potential delegates for suitability and competence.
- Hold weekly meetings with the President and Secretary General of the SRCS and others on an ad hoc basis.

- Hold regular delegation and SRCS senior management meetings.
- Manage delegation technical input to SRCS programmes.
- Provide effective monitoring of SRCS programmes and feedback to SRCS management.

Objective 3 To ensure appropriate co-ordination of Red Cross and Red Crescent and donor support to the SRCS.

The activities related to this objective are:

- Support the SRCS in developing its planning systems and individual programme proposals and budgets.
- Support the SRCS in its regular reporting to partners on programme activities and expenditures.
- Provide feedback and delegation quarterly reports to partners.
- Ensure a proper flow of information about funding requirements of the SRCS and funding commitments by partners.
- Support the SRCS in arranging meetings with partners.

Objective 4 To increase liaison with administrative bodies in Somalia, the ICRC, NGOs, UN agencies, embassies and regional networks such as the OAU, IGAD and the SACB.

The activity related to this objective is:

- Hold regular meetings with the above to further the understanding of the SRCS and Federation throughout Somalia, investigate and develop areas of co-operation and possible sources of funding.

Expected results

Related to objective 1:

- The main result will be a well functioning delegation with competent and informed delegates and staff able to provide technical support to the SRCS within an agreed assistance framework.

Related to objective 2:

- The achievement of this objective will result in the senior management being supported by the delegation in its role as technical adviser, information provider and co-ordinator and better able to help position the SRCS as an effective development and relief agency carrying out responsive and focused programmes.

Related to objective 3:

- Partners being in a position to make fully informed decisions about support to the SRCS and resource commitments.

Related to objective 4:

- This will result in a higher profile for the SRCS and the Federation, the increased possibility of local funding and the development of linkages with other agencies.

Indicators

Related to objective 1:

- Monthly and quarterly meetings.
- Quarterly reports from the delegation.
- Action plans.
- Delegation systems in place.

Related to objective 2:

- Competent delegates providing effective support.
- Monthly and quarterly meetings.
- Agreed framework of assistance.

Related to objective 3:

- SRCS Strategic Development Plan and individual programme proposals and budgets.
- Regular narrative and financial reporting.

- Regular partnership meetings.

Related to objective 4:

- Regular meetings held and attended.
- Initiatives/programmes run in co-operation with locally based agencies.
- SRCS in receipt of regular information bulletins from other agencies.

Monitoring and Evaluation arrangements

Weekly meetings are held between the Head of Delegation and the senior management to monitor developments and make decisions. The SRCS senior management meets at reasonable intervals to discuss and review programme progress and weaknesses. Frequent meetings between the Federation Delegates and the SRCS senior management to review achievements against targets as well as discussing the development of SRCS direction and Federation support. Regular reports will be issued on programme activities. The Federation/World Bank Puntland Health survey results will be presented in 2001.

Critical assumptions

The main critical assumptions for the success of the programme are related to both the internal and external environment. These are that adequate funding is available for the programme and delegation costs; senior management increase their efforts to build capacity within the SRCS; adequate levels of staffing with the right caliber is developed at both HQ and branch level; Federation recruits and maintains human resources capable of carrying out the job.

Externally, the assumptions are based around increased political stability and economic viability.

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DELEGATION: SOMALIA								
PROGRAMME	Disaster response	DP	Health & services	Human values	IDRD	Coord. & mgt	Regional coop.	TOTAL
Shelter & construction	0	0	0	0	0	0	0	0
Clothing & textiles	0	0	2,544	0	0	0	0	2,544
Food & seeds	0	0	41,400	0	0	0	0	41,400
Water	0	0	6,732	0	0	0	0	6,732
Medical & first aid	0	0	216,980	0	0	0	0	216,980
Teaching materials	0	0	492	0	0	0	0	492
Utensils & tools	0	0	0	0	0	0	0	0
Other relief supplies	0	0	53,016	0	0	0	0	53,016
Sub total supplies	0	0	321,164	0	0	0	0	321,164
Land & Buildings	0	0	0	0	0	0	0	0
Vehicles	0	0	0	0	0	0	0	0
Computers & telecom	0	0	0	0	0	2,708	0	2,708
Medical equipment	0	0	0	0	0	0	0	0
Other capital expenses	0	0	4,368	0	0	4,900	0	9,268
Sub total capital	0	0	4,368	0	0	7,608	0	11,976
Programme management	0	13,283	111,818	0	14,227	34,654	0	173,981
Technical services	0	3,976	33,472	0	4,259	10,374	0	52,081
Professional services	0	4,409	37,120	0	4,723	11,504	0	57,757
Sub total programme support	0	21,668	182,410	0	23,208	56,532	0	283,818
Transport & storage	0	0	291,138	0	30,962	65,612	0	387,712
Personnel (delegates & expatriates)	0	0	0	0	30,638	216,608	0	247,246
Personnel (local staff)	0	170,000	705,840	0	104,290	92,618	0	1,072,748
Sub total personnel	0	170,000	705,840	0	134,928	309,226	0	1,319,994
Travel & related expenses	0	0	6,612	0	15,688	28,775	0	51,075
Information expenses	0	0	23,275	0	0	2,009	0	25,284
Expert fees	0	0	6,876	0	0	4,143	0	11,019
Admin. - general expenses	0	5,316	116,592	0	6,196	37,020	0	165,124
Training workshops / seminars	0	0	0	0	0	3,000	0	3,000
Sub total travel, training, general exp.	0	5,316	153,355	0	21,884	74,947	0	255,502
Total budget	0	196,984	1,658,275	0	210,982	513,924	0	2,580,166