



CENTRE OF EXCELLENCE
DEFENCE AGAINST TERRORISM



**CENTRE OF EXCELLENCE
DEFENCE AGAINST TERRORISM
(COE DAT)**

RESIDENTIAL COURSE GUIDE



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WELCOME TO COE DAT

As COE-DAT team, we welcome you to our Centre where we focus our efforts on transforming NATO in the realm of CT. We would like to congratulate you on your selection to participate in one of our highly sought after counter-terrorism (CT) related activities! Whether you are attending as a student, lecturer, or mentor, we look forward to your support throughout your visit, because we need your active participation, feedback, and knowledge sharing to assist us with our transformational efforts.

During your visit, you will have an exciting opportunity to immerse yourself in a myriad of CT related topics to further your strategic and operational skills and propel your thinking, analysis, and leadership related to CT to a higher level. Our intent for most activities is not to make you an expert in the field of CT, because this is an unrealistic expectation based on the short amount of time you will be with us. Thus, our aim is to provoke your long-term interest by providing you with a sufficient understanding of the subject matter so that you are better able to incorporate CT into your organizations duties, national efforts, and those in support of NATO.

As our mission states, we exist “to provide key decision-makers with realistic solutions to terrorism and CT challenges”. Simply put, you are our mission, because through your active participation, contributions, knowledge sharing, and networking it is our aim that you will have the skillsets and desire to make a difference as we work together to combat this acute, global threat posed by terrorism.

In closing, we look forward to meeting you, learning from you, and having an enjoyable time together as we explore the strategic and operational aspects of CT, develop friendships and relationships, build trust, and advance our common interests related to CT. We trust that you will take full advantage of your time here to work and learn from your fellow participants, who represent the current and future leadership of their nation. Prior to travel, please become familiar with the information on our website and any emailed to you in an effort to make your experience with us more enjoyable.



ABOUT THE COE DAT

Türkiye declared its intention to establish COE-DAT in December 2003. Following a preparation period of the Memorandum of Understanding, COE-DAT was officially inaugurated on 28 June 2005. COE-DAT met the criteria set by Allied Command Transformation (ACT), was accredited by NATO, and gained “International Military Organization” status on 14 August 2006. Currently, 8 sponsoring nations (Albania, Germany, Hungary, Italy, Netherland, Romania, United Kingdom and USA) are taking part in COE-DAT. Since its establishment COE-DAT has been actively contributing to T/CT challenges by conducting courses, mobile education and training activities, seminars, and workshops for the members of NATO, Partnership for Peace (PfP), Mediterranean Dialogue (MD), Partners Across the Globe (PatG), Istanbul Cooperation Initiative (ICI), relevant International Organizations (IOs), and countries with which Türkiye has a bilateral relationship. As of 27 September 2018, COE-DAT was awarded with “NATO Quality Assurance Unconditional Accreditation Certificate” which is effective until 27 September 2024.

COE DAT is NATO’s hub for all Terrorism, Counter-Terrorism, and Defense Against Terrorism education and training providing three main services to NATO: Department Head for T/CT/DAT, an Education and Training Facility focusing on both Alliance and Partner Nation needs, and as a think tank supporting and feeding the other two roles.

COE-DAT is the second center accredited among NATO Centers of Excellence. COE-DAT is the unique centre on terrorism related issues accredited by NATO.

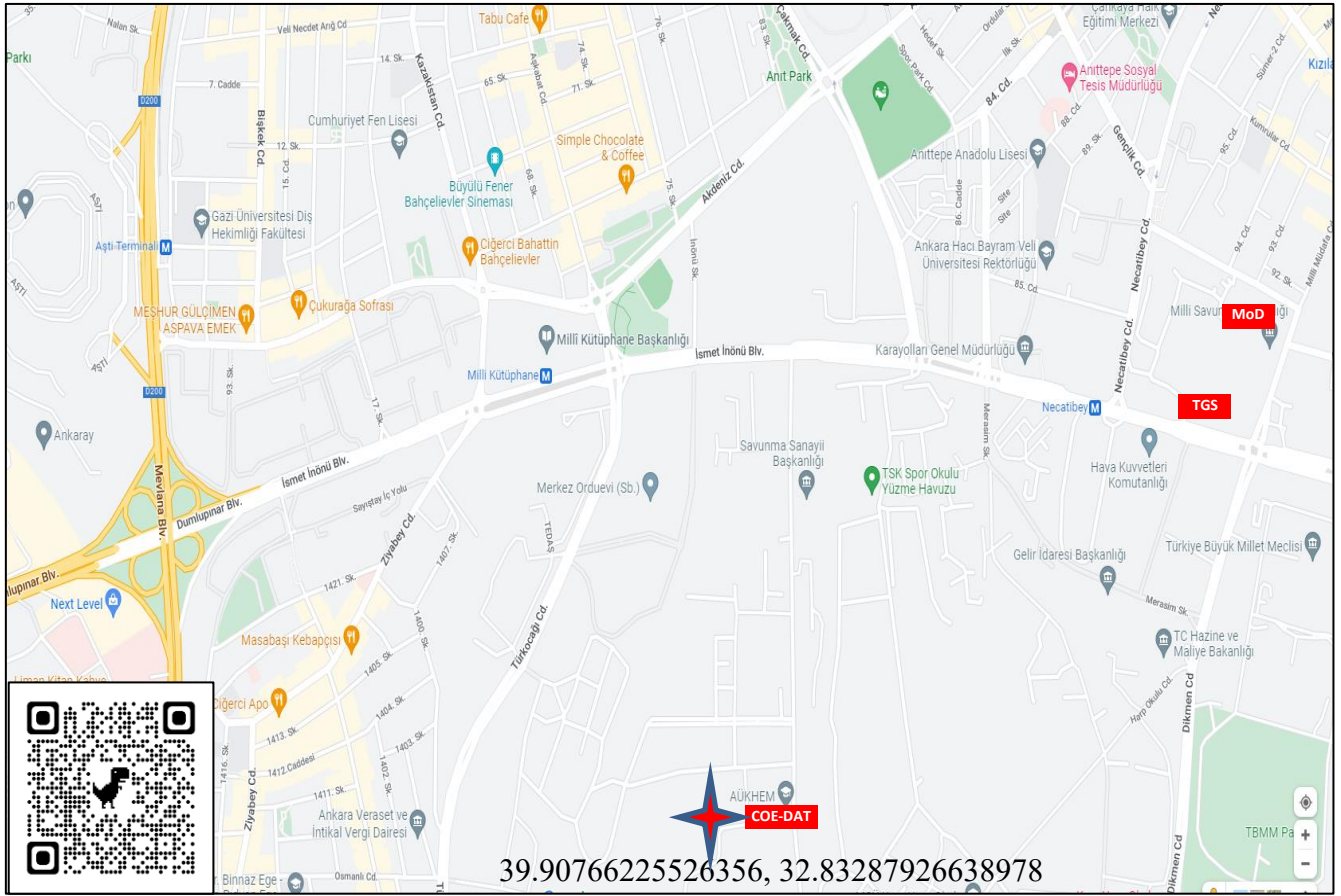
Our vision; an internationally recognized and respected resource for Defence Against Terrorism expertise for NATO, the hub of a wide network of international military, government, non-government, industry and academic communities of interest.

Our mission; Provide key decision-makers with a comprehensive understanding to terrorism and CT challenges, in order to transform NATO and nations of interest to meet future security challenges.

ABOUT THE COE DAT



LOCATION



Centre of Excellence Defence Against Terrorism (COE-DAT) is co-located with Partnership for Peace Training Center (PfP) Çankaya/ANKARA.

Address:

Terörizmle Mücadele Mükemmeliyet Merkezi
Devlet Mahallesi Süleyman Emin Caddesi (Kirazlıdere)
No:65 06420 Çankaya / Ankara / Türkiye

Telephone Number: +90 312 425 8215 (Switchboard)

GENERAL INFORMATION ABOUT THE COURSES

- The courses Centre of Excellence Defence Against Terrorism (COE DAT) are conducted in English.
- The duration of the courses is maximum five days.
- Every participant should stay for the entire duration of the course. All participants are encouraged to play active roles in discussions and question-answer sessions.
- For the courses, all expenses for travel, accommodation and meals are the participants' responsibility.
- Upstairs in the E&T building, the required classrooms are arranged by the Activity Support Branch, depending on number of coming participants, the required lecture documents printed as the number of participants are made for available in the classrooms.
- Finding a speaker, who attended a previous course in COE-DAT, the course director checks the feedback about the speaker collected from students, previous course directors and COE-DAT staff during the previous course and takes these feedbacks into consideration during the selection.
- To identify appropriate lecturers/instructors/speakers, based on the refined Course Schedule and lesson content, in conjunction with the Subject Matter Expert (SME), suitable speakers will have considered for the activity by the Course Director.
- External lecturers/speakers are chosen according to their expertise field by taken into consideration the course topics. To choose the most appropriate speaker for each course topic, a potential speaker's background and expertise is a highly major for selection criteria.
- For insufficient classrooms, the participants are divided by 2 or 3 classrooms, each lecturer/speaker with his/her own lecture assigned to these classrooms daily in accordance with the course program.



- Successful course completion requires participants to attend at least $\frac{3}{4}$ of the course.
- The students will be given an exam at the end of the course. Assessment results are collected by the course director/assistant. For the final assessment of a student, 50% of the results come from the assessment based upon monitoring and 50% of the results come from the assessment based upon exams. Students who meet 60% of all criteria will receive a certificate for successfully completion. Students who cannot meet the certain percentage of all criteria will receive a certificate for attendance.
- The students have the right to appeal to the exams. Based on this, the appeal will be evaluated by the Activity Director and ETE & LL Branch Head.

COURSE FEE

- For the courses, the Course Fee is 300 Euros. These fees will be collected as cash by COE-DAT BUDFIN Branch during the first day of the course. Invoice will be submitted to each participant.
- Credit cards or any other currency are not accepted.
- Participants from sponsoring Nations are non-fees, if they are on duty at their National MoD staffs.

PERSONAL QUALIFICATIONS

- Course is designed for NATO, Partnership for Peace, Mediterranean Dialogue, Global Partner, Istanbul Cooperation Initiative countries, and relevant International Organizations dealing with counterterrorism. Participation from other countries is considered case by case basis and based on seat availability.
- Participants should be military officers (OF 2 and above) or civilian equivalents (police officers, academics, experts) working in domains such as counterterrorism, special operations, intelligence, operations, plans, training, force protection, C-IED, PSYOPS, INFO OPS, STRATCOM, public affairs, police, law enforcement, judicial etc.
- Participants should be able to read / write English in accordance with the criteria stated in STANAG 6001-3232.
- Only institutional applications are acceptable (unaffiliated, individual applications are regrettably not accepted).

TYPE OF APPLICATION

- Class study formal lectures of 45 minutes.
- Guest speakers from national and international civilian and military institutions.

VISA

- All participants are responsible for obtaining the necessary documents to travel to Türkiye.
- Participants from NATO countries having a NATO Travel Order are exempt from visa to travel to Türkiye. It is recommended all others contact with the nearest Turkish Embassy or Consulate for detailed visa information before travelling. The up-to-date visa information for foreigners to visit Türkiye is provided on the Republic of Türkiye Ministry of Foreign Affairs's website:

<https://www.evisa.gov.tr/en/>

ACCOMMODATION AND RESERVATIONS

- COE-DAT has an agreement with the Ankara JW Marriott Hotel (Çankaya-Five Stars). All hotel bookings are made at the Ankara JW Marriott Hotel by COE-DAT on behalf of the participants who request a booking.
- The rate for a single room is approximately 80 Euros. The rate is valid for per room, per night and includes an open buffet breakfast.
- Daily transportation between the JW Marriott Hotel and the Centre is provided by COE-DAT throughout the course.
- Participants who don't prefer to stay at the Ankara JW Marriott Hotel are responsible for their own accommodation and transportation arrangements.

Contact Information:

- JW Marriott Hotel
Çankaya- Söğütözü, Kizilirmak Mah, Muhsin Yazıcıoğlu Cd. No: 1, 06520 Ankara
Tel. : +90 312 248 88 88 / +90 312 248 8869 Mobile +90 549 498 88 69
Fax :+90 312 248 88 88
Web : <https://tr.jwmarriottankara.com/>
E-mail : esbjways@marriot.com / bora.yalcin@marriott.com

TRAVEL AND TRANSPORTATION

- Participants are responsible for their individual travel arrangements both from/to Ankara, Türkiye. Upon your arrival at and departure from Ankara, transportation between the airport and the participant's accommodation address is not provided by COE-DAT. Therefore, participants are kindly requested to arrange their own transportation from/to the airport.
- If you come to Türkiye with Istanbul transfer, you will pass through the passport control there, but your hold baggage will still have to pass through customs in Ankara. After getting off the airplane, you will see a door on the left side, after about a 10-meter long walk along the walkway which leads you to the staircase. Most of the time, there is an airport staff over there for steering the passengers to the staircase. Go down these stairs and a bus will be waiting to take you to the International Terminal.
- If you can't get it before you come to Türkiye, we recommend that you get Turkish Lira from the exchange office at the airport. You will need to use cash, especially on public transit.
- In Ankara, "BelkoAir" Airport Shuttle, an economical means of transportation, can be utilized for transportation between the airport and the city center. It departs from the airport terminal at regular time sequences and drops you at A.S.T.I. (Intercity Bus Terminal of Ankara, which is approximately 4 kilometers away from the Ankara JW Marriot Hotel).

It takes almost 40 minutes for the shuttle to get to A.S.T.I. The fee for the airport shuttle is 27 Turkish Liras (TL) (approximately 1,5 Euros). From A.S.T.I. to the contracted hotel, it will cost you an additional 50 TL (approximately 3 Euros) for a 10-minute taxi ride.
- Alternatively, if you take a taxi from the Ankara Esenboğa Airport to the Ankara JW Marriot Hotel, the cost will be around 300 TL (approximately 17 Euros) which takes about 30 minutes.
- If you take a taxi to go to the JW Marriot Hotel, please give the Turkish note below to the taxi driver. This note will ensure that the taxi driver clearly understands your destination.



“Ben Ankara JW Marriott Oteline gitmek istiyorum. Yardımcı olabilir misiniz?”

JW Marriott Tel.: (+90 312) 248 88 88 / (+90 312) 248 8869 Mobile (+90 549) 498 88 69”

It means:

“I would like to go to the Ankara JW Marriott Hotel. Could you please help me? JW Marriott

Tel.: (+90 312) 248 88 88 / (+90 312) 248 8869 Mobile (+90 549) 498 88 69”

- For rental car, there is free parking at the hotel and in our center.
- For the daily transportation from the JW Marriot Hotel to the Centre, a bus leaves at 08.20 every morning. Participants are kindly requested to be at the foyer at 08.15 for a timely departure to the Centre. On Monday, the first day of the course, departure time will be 08.30.
- You can also access travel restrictions and announcements regarding the Covid 19 pandemic from the link below.

<https://www.turkishairlines.com/en-int/announcements/coronavirus-outbreak/travel-restrictions/index.html>

MEALS

- During the courses, lunches are served at the Merkez Officers Club.
- According to the regulations of the Officers Club, **only credit cards are accepted (no cash)**.
- You can exchange your money at the Merkez Officers Club Exchange Office which is located just next to the Reception Desk.
- **70 TLs (approximately 4 Euros)** for a day lunch would be enough.
- All dinner arrangements are participants own responsibility.
- The transportation for lunches from/to the Centre is provided by COE-DAT.

DRESS CODE

The dress code is daily uniform for military personnel (no battle dress), jacket and tie for the civilian participants (ladies accordingly).

Please do not bring any revolver or weapon.

LEGAL PROCEDURES

The participants from those of not parties to NATO/SOFA and/or PfP/SOFA or which do not have any bilateral Military Training and Cooperation Agreement with the Republic of Türkiye shall be treated in accordance with Turkish Domestic Legislation during their stay in Ankara.



SECURITY

- The COE-DAT implements strict access control procedures for the entrance into the Centre's and the Officer's Clubs' compounds. All participants are kindly required to provide their national ID cards on the first day of the course and visibly wear their COE-DAT issued name badges in these areas at all times.
- Mobil phones will be left closed in the boxes at the entrance of the E&T building. Telephones can be used in the front garden when an important call is needed. But they will not be used in the lecture hall.
- It is each individual's responsibility not to leave their personal belongings unattended throughout the course.

MEDICAL SERVICES

- There is no medical facility at the COE-DAT compound. In this regard, all illnesses or accidents will be referred to a civilian medical facility.
- COE-DAT and NATO do not take out any health or accident insurances for the participants.
- Therefore, all participants are kindly advised to have health/accident insurances prior to their arrivals.

SMOKING POLICY

There is a strict no-smoking policy in all closed areas in Türkiye. Smoking areas are provided outside.

CURRENCY

- The national currency in Türkiye is the Turkish Lira (TL). The coinage consists of 5 Kuruş, 10 Kuruş, 25 Kuruş, 50 Kuruş, and 1 TL. Banknotes are 5, 10, 20, 50, 100 and 200 TLs.
- Turkish Lira is used for daily commerce in Türkiye. You can see daily exchange rates in daily newspapers or at (www.tcmb.gov.tr/yeni/eng).

MISCELLANEOUS

- To use mobile phones, it would be appropriate to be open to international calls. There is no Wi-Fi service in our center.
- European standard two-pin plugs are used in Türkiye. The electric current is at 220-240 Vs and 50 Hzs. If needed, you should kindly bring an adapter for your electrical appliances.

INFORMATION ABOUT ANKARA

BRIEF HISTORY and MAJOR NEIGHBORHOODS:

- Ankara is the capital city of Türkiye and the country's second largest city after Istanbul. Istanbul, the mighty age old capital of empires, handed over its crown to a tiny, undeveloped Anatolian town called Ankara in October 1923. By choosing Ankara as his capital, the founder of the Turkish Republic, Mustafa Kemal Atatürk propelled Ankara from a small provincial backwater of less than 30.000 into a blasting modern city of nearly 6million.
- The city has an important foreign community, working mostly for embassies and foreign representations. Ankara already had a long past: it was known by the Hittites as Ankuwash and Ancyra by the Romans.
- Some of the major neighborhoods in Ankara are Ulus (in the older part of town), Kızılay, Kavaklıdere, Gaziosmanpaşa and Çankaya.
- The Ankara Castle, with its 42 towers that are on average 15 meters high, is perched on a craggy lava outcrop towering over Ulus. Some of its traditional houses made of wood and dried-mud bricks laid in an interesting diagonal pattern, have been restored and turned into restaurants and boutiques.
- Kızılay, the central hub of the city, is named after the Red Crescent (Kızılay) Headquarters, which is located there. Kızılay is the downtown of the city. It is a shopping and business district and a hub, highly packed with people transiting from various points of the city on their way to and from work. There are many meat and kebab restaurants, cafes, bookstores, and reasonably priced retailers catering to the middle class in Kızılay.
- There are cafes, restaurants and pubs full of choices in Balgat and Bahçelievler districts, which are within walking distance of our center and close to our contracted hotel.
- In addition, there is TAURUS shopping center very close to our contracted hotel. It has stores of many brands. There are cafes, restaurants and snack facilities in the shopping center.

- Until not so long ago, Kavaklıdere (Poplar Creek) was known for its vineyards. They have now disappeared and the creek now flows underground. Kuğulu Park (Swan Park), adjacent to Tunalı Hilmi Street, provides the main element of greenery in Kavaklıdere. It provides a peaceful spot in the middle of busy Kavaklıdere. Also part of the landscape is several 5-star international hotel properties and first class boutiques hotels.
- Gaziosmanpaşa, often shortened to GOP, is still one of the fanciest neighborhoods of Ankara. This is where some of the best restaurants are to be found, as well as diplomatic residences, expensive boutiques and art galleries. Luxury housing with breathtaking views of the city commands high prices. GOP is one of the neighborhoods located within the Çankaya administrative district of Ankara. Çankaya also refers to the area around the residential palace, known as Çankaya Köşkü.
- Atatürk lived here, in a vineyard house that has been converted into a museum. Çankaya is now home to numerous embassies. There is also a 125-meter high tower which is one of the symbols of Ankara and called “Atakule”. It can be climbed to the top of the Tower by paying a fee and it has a stunning bird’s eye view of the city.

SIGHTSEEING TIPS:

- There are several very good museums and the following are just some of the sites recommended to visit.
- Of course, the most famous tribute to Türkiye’s founder is to be found at **Anıtkabir**, the monumental mausoleum that dominates the quiet Anıttepe residential district. The mausoleum is the first port of call for all foreign dignitaries arriving in the Turkish Capital. Hundreds of thousands of Turks also pay their respect to their late leader every year in front of the marble casket. **The War of Independence** rooms are also worth visiting while in Anıtkabir. Also, the **Atatürk and the War of Independence Museum** located on the campus is a must-see museum. The museum consists of four main sections. In the first section, there are the belongings that Atatürk used, the items that were given to him by foreign statesmen, and the belongings of Atatürk that were donated to the museum by Atatürk's adopted sons Afet İnan, Rukiye Erkin and Sabiha Gökçen.

In the second part, there are panoramas and oil paintings depicting the Battle of Çanakkale, the Battle of Sakarya and the Great Offensive. In this section, it is tried to make the visitors feel the difficulties experienced on the way to the foundation of the Turkish Republic.

In the third section, there are the galleries where the National Struggle and the revolutions are told, and the burial chamber of Mustafa Kemal Atatürk. In this section, the events related to the Atatürk period between 1919-1938 are explained with explanations in Turkish and English.

In the fourth section, there is the Atatürk Private Library, where 3,123 books in Mustafa Kemal Atatürk's library are exhibited. Computers with documents of the construction of Anıtkabir, the life of Atatürk and the ceremonies held in Anıtkabir are also included in this section.

- A huge statue, portraying Atatürk on horseback, stands in **Ulus Square**, the gateway to the old city. **Youth Park**, one of the oldest parks in Ankara, is within walking distance of Ulus Square. It is among the favorite sightseeing and entertainment centers of Ankara residents with its amusement park, tea gardens, theaters operating in summer, large pool, restaurants and various entertainment venues. Also Ankara **State Painting and Sculpture Museum** is an art museum and cultural center located on Namazgah hill in Ulus. It has a rich collection of works of art reflecting the formation and development periods of the history of Turkish plastic art before and after the Republic.
- **The Presidential Symphony Orchestra or CSO** for short, is a symphony orchestra based in Ankara that serves the purposes of spreading, promoting and popularizing polyphonic music in Türkiye and performing the works of Turkish composers abroad. It is one of the oldest orchestras in the world that has continued its existence uninterrupted since its foundation. The orchestra continued its work until 2020 in the building allocated to it in 1961 and converted into a concert hall in 1962. The building in question is on Talatpaşa Boulevard, south of Youth Park. CSO Ada Ankara, which includes two new symphonic music halls built between 1995-2020 in the area between this concert hall and the Ankara Courthouse, was put into service on 3 December 2020. The orchestra continues its concerts in the Great Hall, Blue Hall and historical CSO Hall located in the music complex CSO Ada Ankara.
- **Ankara Ethnography Museum** is the first building built as a museum building in Türkiye. It is a museum where artifacts belonging to the Turkish-Islamic Period of Anatolia are exhibited. In its halls, there are exhibitions on clothing, embroidery, jewelry, henna night, an exhibition on groom's haircut, and exhibitions on bath culture. Weaving samples (carpet-rug) belonging to various regions of Anatolia, metal art samples and tools and equipment belonging to coppersmithing, an exhibition on coffee culture, spoons,

exhibitions on the Turkish chamber and circumcision ceremony, and Turkish tiles, ceramics, glass, weapons, manuscripts, plaques and distinguished wooden artifacts from the Seljuk and Ottoman Periods.

- The best overview of the city's rich and complex history is to be found at the **Museum of Anatolian Civilizations**, located in a restored old bazaar just below the citadel entrance. It contains a rich collection of artifacts that give one a sense of the incredible mix of cultures – layer upon layer of history left by Hittites, Urartian, Roman, Byzantine, Ottoman and others – that have produced today's Türkiye. Since 2005, the privately owned Çengelhan Rahmi M.Koç Museum, a maze of little alleys enjoyed by foreign visitors, adds further value to the citadel area.
- When Ankara residents feel the need to escape urban culture, a favorite destination for a day out is the **Atatürk Farm or Atatürk Orman Çiftliği**. With its restaurants, dairy farm and greenhouses, it offers opportunities for “al fresco” dining or strolls away from the noise and pollution of the city.
- Ankara has many historical and religious places. Especially historical mosques such as Kocatepe Mosque, Maltepe Mosque, Melike Hatun Mosque, Ahmet Hamdi Akseki Mosques are places worth seeing.
- **Ankara Provincial Directorate of Culture And Tourism** website can be accessed from the link and QR below. You can browse for more places to visit.

<https://ankara.ktb.gov.tr/TR-152350/gezilecek-yerler.html>



TRANSPORTATION:

- Getting around Ankara is quite easy. Taxis are very easy to find. You can flag a taxi on the street or call a taxi stand to have one sent to your location.
- The current prices as follows: Taximeter opens at 15.00 TLs and 10.00 TLs per every km thereafter. Also the taximeter will continue to run even if sitting in traffic, so there is also a “waiting” (bekleme) charge.
- Other ways of getting around the city include the bus, minibus, and metro. There are two types of buses: Belediye – run by the Municipality – and Halk – privately owned. The minibuses are all privately owned.
- Temporary tickets can be purchased from metro and bus points. The ticket price for the bus and metro is 6.50 TLs for adults. The cost of using a minibus is based on the pickup and drop off points.
- Metro runs from Kızılay (Centrum) to different locations at Ankara. One of the metro stations is about 2 km distance from the Hotel and you can go to Kizilay from there.

EXCHANGE BUREAUS:

- Foreign currency can be exchanged at Foreign Exchange (Döviz) Bureaus located at various points throughout the city including airport. They are very easy to find as their storefront has the word “DOVİZ” boldly displayed. Döviz Bureaus are closed on Sundays. Döviz bureaus offer better exchange rates than banks. In order to find out what the exchange rate to TL is, look under the heading for “SATIŞ” (Selling) which are displayed either inside the bureau or at the storefront. To find out the rate to exchange of TL to foreign currency, look under the heading for “ALIŞ” (buying). There is a commission for exchanging traveler’s checks, which may vary from one bureau to another as does the exchange rate itself, so it is recommended to shop around.

BANKS and ATMs:

- All banks are open on weekdays between 9.00 am and 5.00 pm, with most open during lunch hours. Some banks have branches at shopping malls and these locations’ opening and closing times are more flexible, with most open throughout the weekend and into the late hours.



- Foreign currency and traveler's checks can be exchanged. However, bank exchange rates are lower than at Foreign Exchange Bureaus. Also transfers can be wired and funds can be received (i.e. Western Union, Moneygram), bank accounts can be opened and all other types of banking activities can be conducted.
- With a credit card or debit card, cash advances can be made at most ATMs. The systems they use are posted on the ATM. Some banks' ATMs also dispense US dollars and Euros.

There is an Exchange Bureau at the Ankara Esenboğa Airport.

(<http://www.esenbogaaairport.com/en-EN/airportguide/Pages/BanksandCurrency-ExchangeOffices.aspx>)

DRINKING WATER:

- It is recommended that you drink bottled water and not tap. And water is not sold in our center. Participants who wish can take it from outside and bring it with them.

WEATHER:

- The diverse nature of the landscape and the existence of mountains parallel to the coasts cause varying climatic conditions throughout Türkiye. The average altitude of the country is 1132 meters and only one fifth of the land lies lower than 500 meters. The south and west coasts are humid and tend to have little summer rainfall and high summer temperatures. This explains the popularity of these areas for summer holidays. Northern Anatolia, bordered by Black Sea coasts, is usually humid and rainy. The rainfall is sparse in Eastern Türkiye and in Ankara, which experiences very hot, dry summers, and very cold winters with snowfall. Ankara enjoys four defined seasons. It is advised to check a weather forecast for Ankara on the Internet before departure.
- It is advised to check a weather forecast for Ankara on the Internet before departure.



CONTACTS

Address: Terörizmle Mücadele Mükemmeliyet Merkezi Devlet Mahallesi, İnönü Bulvarı, Süleyman Emin Caddesi, No:65, 06420 Çankaya/Ankara /TÜRKİYE

Phone Number: +90 312 425 8215 (Switchboard)

Fax Number: +90 312 425 6489

COE-DAT E-mail: info@coedat.nato.int

COE-DAT Website: www.coedat.nato.int



- You can reach Duty Officer by calling switchboard after working hours (i.e. 09.00-18.00).