

# MEMORANDUM EUROPOL

To: [REDACTED] DIVISION 9 FIELD HANDBOOK

Subject: [REDACTED]

attached summary [REDACTED] latest  
developments.

**CONFIDENTIAL**

[REDACTED] attached reference [REDACTED]

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**SECTION 1 WELCOME & ORIENTATION MEMO**

*Confidential / Internal Use Only / Not For Distribution Outside Provisional Charter Network (PCN)*

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**TO:** All Seconded Operatives  
**FROM:** Interim Coordination Office, Division 9  
**DATE:** 6 March 1992  
**SUBJECT:** Initial Orientation Briefing – Division 9 Pilot Task Force

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## Provisional Edition – Spring 1992

**Internal Use Only / Not for Civilian Distribution / If Found, Return or Burn**

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Welcome to The Hague.

If this handbook has been placed in your hands, on your desk, in your travel packet, or under a hotel-room door that should have been locked, then your transfer is now considered real enough to become your problem. You have been assigned, seconded, loaned, traded, volunteered, encouraged, or quietly removed from your previous professional environment and attached to the **Division 9 Pilot Initiative** under the evolving structure currently being discussed under the *Europol* framework.

Your posting is provisional. So is the project. So, in several legal jurisdictions, is the authority under which you will be expected to act.

You are not here because Europe has suddenly become orderly. Quite the opposite. You are here because Europe has become inconveniently connected. Borders remain on maps, in habits, and in ministries, but crime has become less sentimental about them. Money moves. Weapons move. Files move. People disappear in one country and reappear in another under a better suit and a worse name. National services remain proud, territorial, and slow to admit when a case has already escaped them. Division 9 exists to deal with the things no one country can handle cleanly, and no committee can define quickly enough to feel safe.

You were selected for one or more of the following reasons: demonstrated operational competence, specialist expertise, a psychological profile that suggested usefulness under pressure, political convenience, institutional expendability, or the simple fact that your home service preferred you somewhere difficult and deniable.

Do not take that personally. Or do. It may improve your performance.

**Division 9 is not a conventional command structure.** It is a practical arrangement built around urgency, discretion, and the increasingly fragile hope that coordinated European law enforcement might eventually amount to more than a slogan on paper. You will not be issued a dress uniform. You will not be assigned a ceremonial partner. You will not receive full disclosure simply because you would prefer it. You are expected to operate with initiative, restraint, resilience, and the adult understanding that some problems arrive without proper doctrine.

There is no dress code.

There is no official coffee machine worth trusting.

There are, however, rules. Some of them are written down. Others are only enforced when broken. You are advised to learn the difference quickly.

If you require logistical support, medical attention, emergency legal cover, or the location of the nearest functioning photocopier, contact the appropriate liaison. If no appropriate liaison can be found, improvise within professional limits and prepare a convincing report afterward.

If you are in mortal danger, you are encouraged to survive first and document the matter second.

You are authorized to carry a firearm in accordance with your host agency permissions, Dutch regulations, and operation-specific directives. You are not authorized to start a public war simply because your briefing was inadequate. Use force when required, not when emotionally satisfying.

Your conduct reflects not only your home service, but the broader and still somewhat theoretical notion that Europe may occasionally be capable of coordinating itself before the damage becomes irreversible.

Please do not embarrass us unnecessarily.

Again: welcome to The Hague.

**You'll find your badge at the front desk. It doesn't open anything useful.**

**Inspector Katarina Novak**  
Project Lead, Division 9

*Katarina Novak*

## SECTION 2 SETTING OVERVIEW: EUROPE, SPRING 1992

*Confidential / Internal Briefing – General Strategic Context*

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Spring 1992. The Cold War is over.

That is what the newspapers say. It is what the speeches say. It is what men with flags behind them say while smiling for photographs and pretending history has agreed to become simpler. Do not let the optimism mislead you.

The Berlin Wall is gone. The Soviet Union has collapsed. Germany is reunited. Old regimes have been dismantled, renamed, privatized, disowned, or hurried into committees. But systems do not vanish simply because their symbols are removed. Files remain. Debts remain. Arms caches remain. Informant networks remain. Certain men who once served causes now serve opportunities, which in practice means they have not changed nearly as much as the television claims.

Across Europe, borders are changing faster than institutions can think. Ministries are reorganizing. Police services are adapting badly. Intelligence services are pretending they saw all of this coming. Organized crime is thriving on the confusion.

The Balkans are splitting open. In Eastern Europe, archives are insecure, arsenals are porous, and political loyalties are for sale in several currencies. In Western Europe, governments speak the language of integration while quietly protecting their own embarrassments. NATO wants influence. Brussels wants structure. National services want to remain indispensable. Criminal networks want all of them to stay disorganized for as long as possible.

That is the landscape into which Division 9 has been inserted.

This is not the clean, ideal Europe of commemorative speeches and treaty photographs. This is the Europe of freight yards, shell companies, unregistered telephones, frightened witnesses, diplomatic evasions, ministers denying knowledge, and policemen who discover too late that the case in front of them no longer belongs to their country alone.

You are expected to work in that Europe.

Not the dream.

The one that actually exists.



## Current Realities You Should Understand

- German reunification has opened archives, corridors, and old wounds in equal measure.
- The Soviet collapse has released personnel, equipment, information, and desperation into private circulation.
- The Balkans are producing violence, refugees, black markets, and deniable transport chains.
- Banking secrecy, shell-company law, and political patronage remain more transnational than the police.
- Intelligence agencies cooperate selectively and remember everything.
- Journalists are sometimes useful, sometimes brave, sometimes reckless, and often all three.
- Your enemies may be criminals, officials, intermediaries, patriots, businessmen, or all of the above in rotating sequence.

Proceed accordingly.



## SECTION 3 WHAT IS DIVISION 9?

*Confidential Summary – Charter, Status, and Function*

**Name:** Division 9 (Unofficial / Provisional Designation)

**Mandate:** Provisional transnational law enforcement and intelligence coordination unit

**Authority:** Europol Pilot Project under Joint Security Framework 88-B

**Established:** January 1992

**Location:** The Hague, The Netherlands (Operational HQ)

Division 9 is not quite a department, not quite a task force, and not yet an agency in the stable bureaucratic sense. It is a pilot project, which is to say it is an idea being tested on real people in real danger under legal language still being argued over by men in better buildings.

Its founding logic was simple enough to sound persuasive in meetings:

- crime now moves faster than national bureaucracy,
- intelligence loses value when trapped inside separate systems,
- and cross-border cooperation tends to arrive after the damage unless someone builds a structure that can act before everyone has agreed on the wording.

Division 9 is that structure, or the first awkward attempt at one.

A small group of operatives, analysts, specialists, and attached personnel from multiple European countries has been assembled in The Hague to test whether a flexible, multilingual, politically inconvenient unit can investigate cases that no one service wants to own alone. If the project succeeds, it may become a precedent. If it fails, it will become a footnote, a staffing mistake, or a budgetary ghost.

### What Division 9 Is Expected to Do

Division 9 is expected to:

- investigate transnational cases that exceed one country's practical reach,
- coordinate intelligence and law-enforcement response across borders,
- work with national services without being swallowed by them,
- identify criminal structures that exploit legal fragmentation,
- and produce results before politics decides the matter would be better forgotten.



## What Division 9 Is Not

It is not:

- a fully sovereign police service,
- a military unit,
- a diplomatic protection detail,
- a press office,
- or a magical solution to institutional cowardice.

## Structure

There is no rigid internal rank ladder beyond what officers bring with them from home services. In practice, authority in Division 9 comes from function, expertise, timing, and whether anyone else in the room has a better plan.

Operational coordination is handled by **Inspector Katarina Novak**.

Field leadership is situational.

Specialists are assigned by need, not by nationality.

Respect is earned the old-fashioned way: under pressure.

## Resources

Division 9 currently possesses:

- one aging former Dutch police headquarters,
- limited access to experimental Europol infrastructure,
- a small but increasingly eclectic specialist roster,
- improvised vehicle support,
- access to certain allied facilities and fallback sites,
- and a budget best described as “politically sincere but administratively fragile.”

## Primary Operational Burdens

- overlapping jurisdictions,
- legal ambiguity,
- language friction,
- competing police cultures,
- information hoarding,
- political interference,
- and the fact that every participating nation wants cooperation right up to the point where cooperation becomes inconvenient.

## Primary Operational Advantage

Very few people know exactly what Division 9 is supposed to be.

That means very few people yet know all the ways it can become dangerous.

## SECTION 4 WHERE YOU ARE: HQ & AREA OVERVIEW

*Orientation for newly assigned personnel – Site & Surroundings*

**PRIMARY LOCATION:** Division 9 Operational Headquarters

**Address:** [REDACTED] – Former National Police Facility, The Hague, NL

**Building Type:** Former Dutch police administrative facility

**Designation:** Internal Use Only – Not Signposted

Division 9 headquarters occupies a former police facility large enough for a much bigger institution and old enough to carry the habits of one. Once, it was a fully staffed state building. By the time you arrive, much of it is silent. Corridors remain that no one uses daily. Doors lead to rooms whose prior occupants have retired, transferred, or died. Some plaques remain in place because no one has bothered to remove them. Others remain because someone specifically instructed that they not be touched.

The building works, mostly. So do the people in it.

### General Layout

#### Ground Floor

- Reception and entry control
- Administrative offices
- Main briefing room (“The Aquarium”)
- Shared desks and rotating workspaces
- Dispatch and basic support functions

#### First Floor

- Communications
- Cybercrime and technical workstations
- Liaison and interview rooms
- Secure planning areas
- Specialist workspaces

#### Second Floor

- Records, archives, and old file storage
- Half-empty cubicle rows
- Legacy materials and closed-case overflow
- Rooms that no longer have obvious functions

#### Basement

- Forensics and pathology
- Evidence storage
- Tactical prep area
- Holding facilities
- Old range access
- Maintenance corridors and rooms best entered with a reason



## Environmental Conditions

- Heating is inconsistent.
- Some clocks do not work and some may be wrong on principle.
- The left elevator has a reputation and should be treated accordingly.
- The building creaks under weather shifts and remembers every footstep after midnight.
- Lighting varies from competent to punitive depending on floor and budget cycle.
- Smells include paper, old leather, floor polish, stale coffee, antiseptic, damp concrete, radio dust, and the afterlife of bureaucracy.

## Practical Advice for New Personnel

- Never assume a quiet floor is empty.
- Never assume a sealed room has been sealed for the reason written on the paper.
- Keep your badge on you.
- Show your badge in public only when you are certain you want a public memory created.
- If an item disappears, first consider clerical failure. Then consider theft. Then consider intent.
- If someone tells you "everyone knows that," verify it anyway.
- The support staff know more than your briefing suggests. This includes reception, records, maintenance, and the cafeteria.

## Immediate Surrounding Area

The district around HQ is a former administrative quarter of The Hague: embassies, offices, low-traffic municipal buildings, narrow side streets, tram access, respectable façades, and enough civil-service motion to make plainclothes movement feel normal.

The area is intentionally unremarkable. That is operationally useful.

Within a short walk you will find:

### **Café Atlas**

A local café used by civil servants, neighborhood regulars, and more Division 9 personnel than anyone will admit in official records. Good for coffee, quieter conversations, and the collection of low-grade human intelligence.

### **Van Doorn Bloemenkraam**

Flower stall on the nearby square. Civilian-run. Observant. More useful than it looks.

### **Burgemeesterplein Tram Stop**

Nearest public transport link. Also a common surveillance and countersurveillance breakpoint whether anyone says so or not.

### **De Witte Kamer**

Mothballed municipal office block. Officially disused. Which makes it a point of interest.

### **Hotel Oranjekade**

Long-term fallback hotel option for personnel, contacts, and situations where one requires a roof, a receipt, and plausible deniability.



## SECTION 5 HOW YOU LIVE: HOUSING ASSIGNMENTS

*For Internal Eyes Only – Not for External Disclosure*

Division 9 has no common dormitory, no officer housing wing, and no standard residential policy that could survive daylight without embarrassing someone at ministry level. Housing has been assembled through national arrangements, embassy favors, shell leases, official apartments, unofficial apartments, hotel deals, budget compromises, and the independent survival instincts of the people assigned here.

In practical terms, this means your colleagues may be sleeping:

- in a decent flat,
- in a temporary hotel room,
- on a cot near their workstation,
- in a leased apartment under a name that is not technically theirs,
- or in a place they decline to discuss unless you outrank paranoia.

Do not interpret these circumstances as accidental. They are partly practical, partly political, and entirely revealing.

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### Basic Rules

- You are not required to disclose your address to every colleague.
- Someone in administration knows where you are.
- If your lodging is compromised, report it.
- Avoid routine where possible.
- Vary routes, cafés, and tram habits.
- Learn your exits.
- Lock your papers.

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### Current Lodging Overview (Spring 1992)

**Katarina Novak (CZ)** – Private ministry-arranged flat. Spartan, immaculate, and almost aggressively underlived. Looks less like a home than a room borrowed from discipline itself.

**Erik Weiss (DE)** – State-leased apartment. Minimal, orderly, and so well controlled that even the kitchen seems to have a chain of command.

**Eleanor Hayes (UK)** – Long-term hotel suite. Windows taped. Phone often unplugged. Never fully unpacked. Looks ready for departure before arrival is complete.

**Claire Montaigne (FR)** – Loft above a printmaker's studio. Quiet, thoughtful, and full of the sort of silence people mistake for peace.

**Mats Eklund (SE)** – Effectively lives in the pathology end of HQ. No one is entirely certain whether this was authorized.

**Luca Romano (IT)** – Rotates through short-term flats. Trusts temporary arrangements more than formal ones, which is rarely encouraging.

**Sjoerd van Dijk (NL)** – Lives with family in Leiden. Commutes. Knows this is undignified and practical in exactly the right Dutch proportions.

**Carmen Ibáñez Serrano (ES)** – Embassy-adjacent flat. Secure, formal, and emotionally one salute away from barracks.

**Thanos Kalogeropoulos (GR)** – Hotel room arranged on limited stipend. Lives among papers, resentment, and one increasingly legendary suitcase.

**Piotr Zieliński (PL)** – Shared attaché accommodation. Functional, crowded, and the sort of place where privacy must be carved out with discipline.

**Declan O'Rourke (IE)** – Room with a local family. Warm, ordinary, and unsettlingly human by Division 9 standards.

**Freja Madsen (DK)** – Sleeps at or near her workstation more often than anyone admits officially.

**Brigitta Farkas (HU)** – Minimalist flat under discreet lease. Clean lines, controlled surfaces, and the distinct impression that nothing inside is there by accident.

**Ádám Varga (HU)** – Trade-office cover flat. Deliberately bland, professionally forgettable, and arranged for discretion rather than comfort.

**Dr. Ingrid Holmström (SE)** – Serviced apartment near medical facilities. Properly funded, sharply ordered, and clearly occupied by someone who respects evidence more than upholstery.

**Dr. Nikos Argyros (GR)** – Long-stay flat near transit links. Desk covered in documents. Bed likely considered secondary furniture.

**Hélène Caradec (FR)** – Furnished apartment chosen for calm, privacy, and the ability to think without interruption.

**Lucía Torres Valera (ES)** – Operational flat designed for readiness, storage, and fast departure rather than domestic charm.

**Marco Bellandi (IT)** – Better-appointed cover residence suitable for meetings, lies, and controlled appearances.

**Séamus Kelleher (IE)** – Comfortable rented flat with the dangerous quality of feeling almost restorative.

**Willem de Graaf (NL)** – Cramped technical bedsit thick with wires, machines, and the future in unfinished form.

**Maja Gruber (AT)** – Modest boarding-house studio. Orderly, sensible, and carrying the quiet loneliness of a young officer determined not to complain.

**Josef “Sepp” Auer (DE)** – Pension room arranged through German channels. Conservative, reliable, and exactly the sort of place where the landlady may save an investigation by accident.

**Project Lead: Katarina Novak (CZ)** – Private flat arranged through the Dutch Ministry. Spartan. Spotless. All the wine bottles are gifts. None have been opened.

## **Safehouse Notes**

**Division 9 also maintains limited fallback accommodation not intended for routine use. If you are brought to one of these addresses, ask fewer questions than usual and remember the curtains may matter more than the furniture.**

## **Final Advice**

**Do not get too comfortable.**

**Do not get too isolated.**

**If something in your room has moved and you did not move it, respond professionally.**

**Then decide whether it was a warning, a search, or a courtesy.**

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## SECTION 6 WHAT YOU CAN EXPECT: FIELD CONDITIONS & REALITY CHECK

### *Provisional Assignment Notes for Operational Preparedness*

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You are now operating in a legal, logistical, and political gray zone held together by urgency, professional competence, and paperwork not yet mature enough to be comforting.

You were not sent here because the work would be easy.

You were sent here because the work would be difficult, messy, multinational, embarrassing to someone, and therefore best assigned to a structure young enough to absorb failure and dangerous enough to pursue it anyway.

### **What Fieldwork in Division 9 Actually Looks Like**

Expect:

- minimal resources at exactly the wrong time,
- jurisdictional confusion delivered with confidence,
- witness chains broken by language, fear, and prior corruption,
- international travel on short notice,
- briefings that arrive late and incomplete,
- local police who may help, obstruct, test you, or all three,
- contradictory legal expectations between neighboring countries,
- sudden shifts in mission profile,
- operations that begin as police work and end in political discomfort,
- and colleagues carrying old damage with new professionalism.

### **What You Will Not Reliably Have**

You will not reliably have:

- immediate backup,
- complete information,
- consistent communications,
- a clean political mandate,
- stable sleep,
- emotional clarity,
- or approval from every authority that later claims to have supported the mission all along.

### **What You May Encounter**

- shell companies linked to older security structures,
- smugglers with better equipment than some police services,
- ex-state personnel now working privately,
- nervous bankers,
- journalists who know too much,
- witnesses who know too little but are still in danger,
- governments pretending ignorance,
- and colleagues disappearing temporarily from rosters for reasons no one explains.

## Practical Operational Advice

- Always know at least two exits.
- Assume telephones are vulnerable.
- Assume hotel walls are worse.
- Carry copies, but not all copies.
- If a superior says not to worry about something, begin worrying in a disciplined manner.
- If a local official becomes suddenly helpful, ask why.
- If a case appears too small for the pressure surrounding it, the case is not small.
- If you are told an issue is "political," translate that to mean "real."

## Final Condition of Service

Division 9 fieldwork is not a series of isolated missions. It is a continuous process of moving through unstable territory while trying to preserve fact, legality, and one another in tolerable proportion.

Some cases will connect.

Some will not.

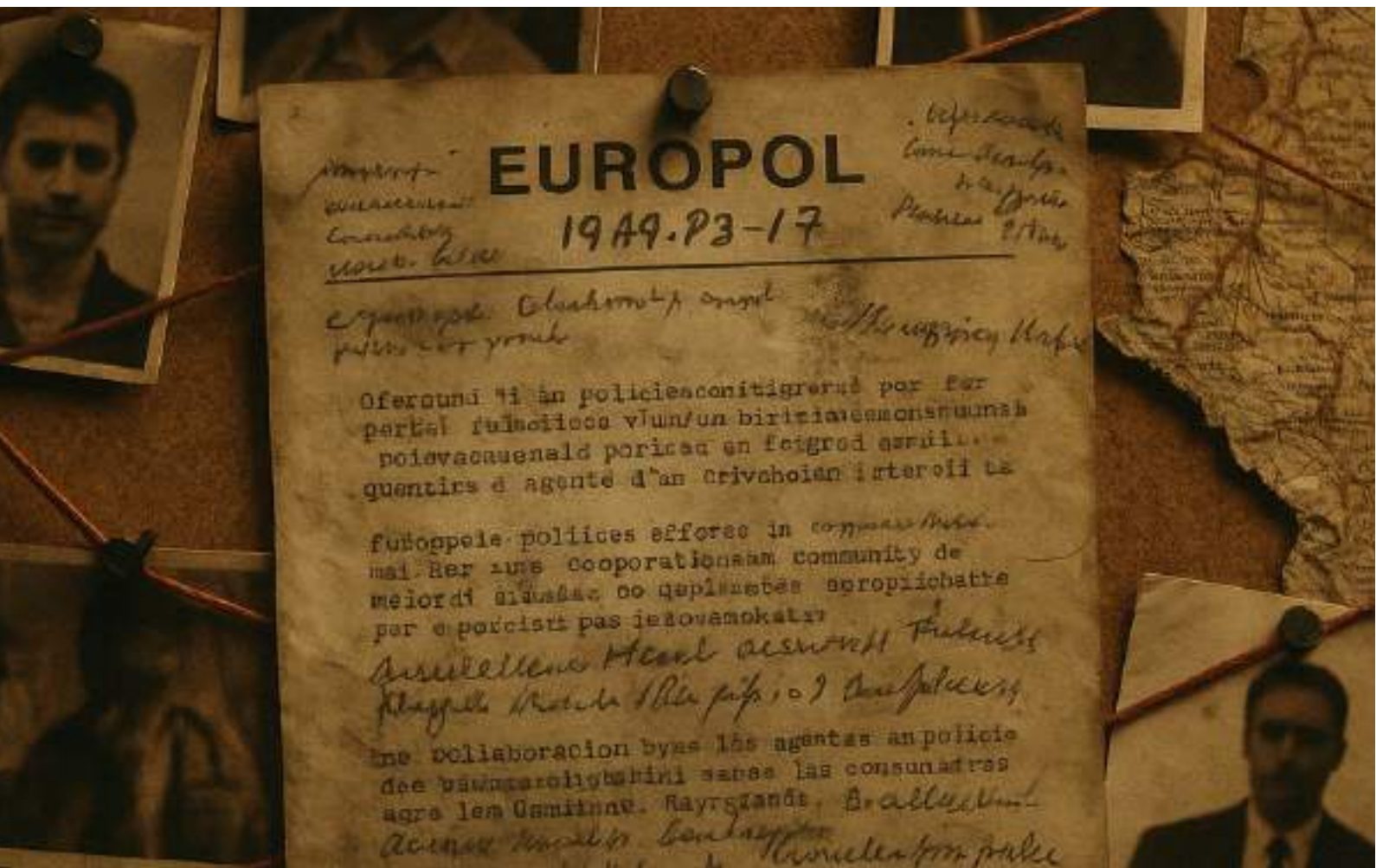
Some will begin as one thing and reveal another.

Some will simply reveal how badly the continent has learned to lie to itself.

Proceed anyway.

You are not standing behind a larger safety net.

You are the net.



# DIVISION 9: CHAIN OF COMMAND

## SECTION 7 HOW TO WORK HERE: CONDUCT, COMMAND & CULTURE

*Internal Guidance on Professional Behavior in a Structure Without Structure*

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### Conduct, Command, and Institutional Culture

Division 9 has no decorative command culture. There is no parade-ground hierarchy, no ceremonial chain of authority designed to reassure weak men with polished shoes, and no time to pretend otherwise.

There is, however, structure.

It is simply a working structure rather than a theatrical one.

#### Functional Authority

##### Project Lead

Inspector Katarina Novak (CZ) – Final operational authority on-site.

#### Standing Functional Leads

##### Interagency Coordination / Field Briefings

- Erik Weiss (DE)

##### Tactical Leadership / Entry Planning / Armed Operations

- Carmen Ibáñez Serrano (ES)
- Lucía Torres Valera (ES)

##### Behavioral Analysis / Interview Strategy / Internal Mediation

- Claire Montaigne (FR)
- Hélène Caradec (FR)

##### Cybercrime / Technical Tracing / Data Recovery

- Sjoerd van Dijk (NL)
- Willem de Graaf (NL)

##### Forensics / Evidence Control / Pathology Interface

- Freja Madsen (DK)
- Dr. Ingrid Holmström (SE)
- Mats Eklund (SE)

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## **Counterintelligence / Sensitive Material Review**

- Brigitta Farkas (HU)
- Ádám Varga (HU)

## **Financial and Administrative Crime Analysis**

- Thanos Kalogeropoulos (GR)
- Dr. Nikos Argyros (GR)

## **Undercover, Smuggling, and Criminal Interface Work**

- Luca Romano (IT)
- Marco Bellandi (IT)

## **Witness Handling / Soft Contact / Internal Human Damage Control**

- Declan O'Rourke (IE)
- Séamus Kelleher (IE)

## **Border, Rural, and Cross-Regional Investigative Work**

- Maja Gruber (AT)
- Josef "Sepp" Auer (DE/BY)

## **Weapons and Physical-Evidence Familiarity**

- Piotr Zieliński (PL)

## **Practical Rule**

If someone knows more about the current problem than you do, let them lead that part of the problem until evidence suggests otherwise.

If you believe someone is making decisions outside their proper role, raise it through Novak or document it properly.

If you believe Novak is wrong, note the matter, preserve the facts, and proceed without theatricality.

## **Expected Behavior**

You are expected to:

- act professionally in speech, reports, and public conduct,
- respect local law enforcement even when they regard you as foreign inconvenience,
- defer to subject expertise where appropriate,
- keep internal disagreements away from witnesses, suspects, and journalists,
- secure rooms, evidence, phones, and paperwork,
- understand that in a multinational unit, carelessness travels faster than apologies.

## Confidentiality

- Do not discuss Division 9 cases outside cleared channels.
- Do not speak to the press.
- Do not produce memoir material while still assigned.
- Do not test the meaning of “off the record” in multiple languages at once.

## Collaboration Rules

- Use the whiteboards.
- Label your material.
- Do not erase another person’s chain of logic without replacing it with a better one.
- File after-action reports.
- Especially when you least want to.

## Internal Conflict

Division 9 contains police, intelligence-adjacent personnel, scientists, analysts, field officers, bureaucratic survivors, and at least a few people whom no one would willingly place in the same room under peaceful conditions outside this project.

Conflict is therefore expected.

Manage it like a professional:

- step out,
- lower your voice,
- resolve what you can privately,
- escalate what you must,
- and remember that wounded pride is not the same as operational harm.

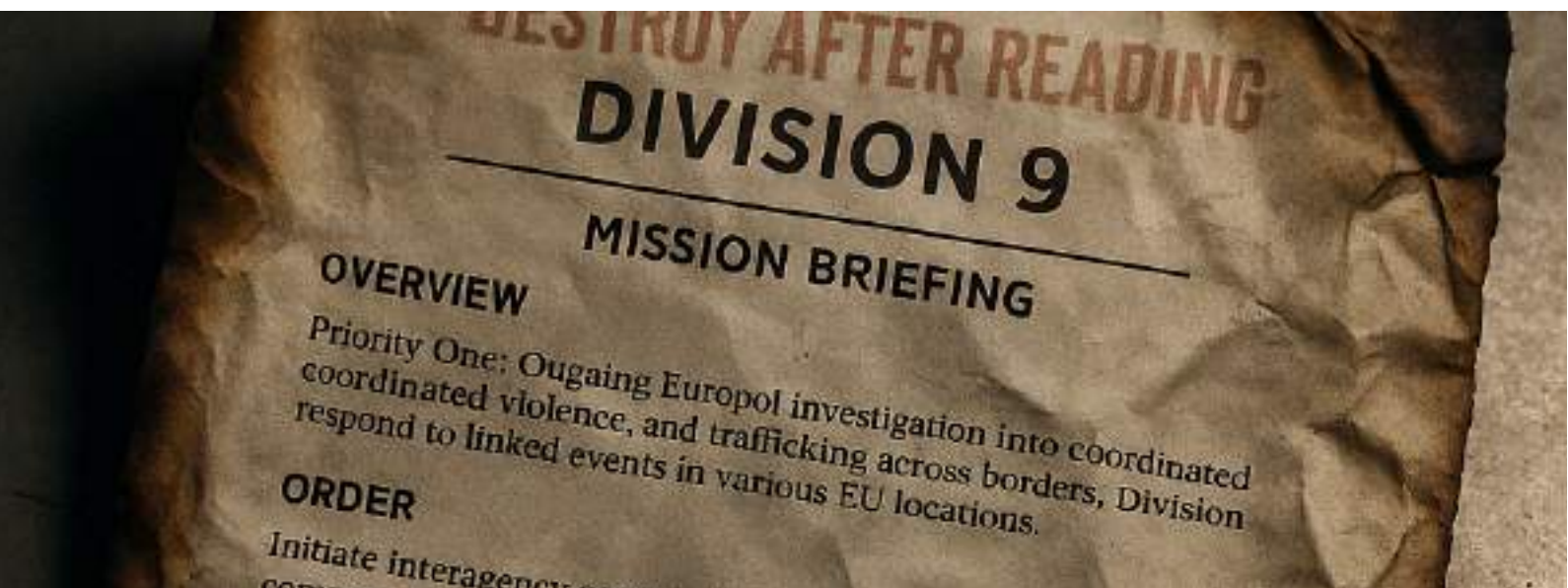
## Final Cultural Note

This is not your old service.

This is not your old team.

This is not your old country’s way of doing things.

Adapt.



presence, and collect field intelligence.  
field intelligence.  
**OBJECTIVE**  
Goal. Disrupt transnational criminal  
relevant not to de

## **SECTION 8 YOU SHOULD KNOW: WARNINGS, RUMORS & IN-HOUSE CULTURE**

*Unofficial notes and useful hearsay compiled for internal awareness*

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This section does not officially exist.

From time to time, photocopied or retyped versions of these notes circulate through lockers, briefing packs, housing envelopes, desk drawers, and conversations that begin with “you didn’t get this from me.” Some entries are jokes. Some are cautionary. Some are lies that became traditions. Some are true in ways not worth testing twice.

Read accordingly.

### **General Advice**

- The building is bigger than the active staff list implies. Do not explore it alone after midnight unless you have a reason better than curiosity.
- The coffee in the briefing room after 15:00 has ended at least one friendship and one digestive career.
- If the printer in Admin Room 204 produces something you did not send, verify whether someone else sent it first before invoking religion.
- The cat is not on the books, not on the payroll, and not answerable to chain of command.
- One corridor light in the basement has been left on for reasons nobody explains consistently.

### **Locker and Room Notes**

- Locker 12 in the changing area has been found open repeatedly. It remains empty.
- There is said to be a key in evidence that opens no known door in the building. Yet.
- A room beyond an old service corridor was sealed years ago. The paperwork describing why is not elegant.

### **Things You May Hear**

- Someone in the building still receives calls intended for a prior unit.
- The left elevator used to go lower.
- The cat disappears from certain camera angles.
- The old radio room still catches something at the right hour in bad weather.
- One staff member keeps a file marked “poetry” that no one believes contains poetry.
- The janitorial staff could overthrow the operational command structure in under twenty minutes if they wished, don’t make them an enemy.

# DIVISION 9

## **SECTION 9 FINAL NOTE:** ***YOU ARE THE NET***

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You are here for reasons that may not flatter anyone involved.

Perhaps someone believed you were exceptional.

Perhaps someone believed you were difficult.

Perhaps someone needed a specialist.

Perhaps someone needed a problem moved elsewhere.

Perhaps someone hoped you would be useful.

Perhaps someone hoped you would be quiet.

Perhaps someone hoped you would fail somewhere deniable.

It no longer matters.

You are here now.

Division 9 is not the future of law enforcement in any simple or heroic sense. It is the edge of the present: the frayed seam where borders blur, institutions hesitate, and people are sent in advance of certainty to see whether order can be dragged into shape before history notices.

You are not protected by a perfect structure.

You are not operating inside settled doctrine.

You are not guaranteed recognition, gratitude, clarity, or safe retirement.

Some of your work will never be seen.

Some will be buried in files that officially do not exist.

Some will save lives that will never know your name.

Some will fail.

Some will follow you home whether or not you keep a home.

That is not pessimism.

That is the work.

You will be sent into places that do not want you.

You will ask questions that offend useful people.

You will discover that legality, truth, and political convenience are not old friends.

You will be told to wait when waiting is surrender.

You will be told not to worry when worry is the only professional reaction.

You will, at least once, stand in a room and realize that no one above you truly understands the danger below them.

Do the work anyway.

When the briefing is incomplete,  
when the border is inconvenient,  
when the paperwork vanishes,  
when the minister forgets your name,  
when the witness lies,  
when the ally hesitates,  
when the case stops making national sense,  
when everyone else looks away—

you are the net.

There is no one beneath you.

**YOU ARE THE NET**