


NEC SECURITY SERVICES (SMC) LIMITED



NEC/SOMS/OP/011

PROCEDURES FOR THE USE OF FORCE

REFERENCE DOCUMENTS	
Document Reference	Document Title
ISO 18788:2015	Private Security Operations Management System
NEC/SOMS/001	NEC Security Operations Management Systems Manual
The Code	International Code of Conduct for Private Security Service Providers.
UNGPs	United Nations Guiding Principles business and human rights
UPF Handbook	The Uganda Police Force Handbook on the Use of Force and Firearms

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1. Purpose

- 1.1 NEC Security Services (SMC) Limited has established this procedure to regulate the authorization, carriage, control, application, reporting, and review of force in all security operations carried out on its behalf.
- 1.2 The purpose of this procedure is to ensure that force is used only under lawful, necessary, reasonable, proportionate, and accountable conditions, and that all personnel understand both the limits of their authority and their personal responsibility when force is applied.
- 1.3 This procedure is intended to protect life, prevent unnecessary harm, support disciplined decision-making in complex operational environments, and ensure that NEC's conduct remains consistent with applicable Ugandan legal requirements, client obligations, internationally recognized human rights principles, and the organization's own Use of Force Policy, Human Rights Commitment, and Code of Ethics.
- 1.4 The procedure is designed not merely as a compliance document but as an operational control system for managing one of the highest-risk areas in private security work.

2. Scope

- 2.1 This procedure applies to all NEC personnel working on behalf of the organization in any operational capacity where force may arise, including armed and unarmed guarding, access control, patrol, escort, protection of specified persons and property, incident response, and any authorized support to lawful authorities.
- 2.2 It applies across all sites and operational environments and must be read together with NEC's Risk Assessment Procedure, Human Rights Procedure, Weapons Authorization Procedure, Communication Procedure, Incident Management Procedure, and any client-specific assignment instructions.
- 2.3 Where a competent authority like the Uganda Police Force issues Rules for the Use of Force for a specific assignment, those rules shall be adopted and applied to the extent they are lawful, operationally clear, and consistent with NEC's obligations.



2.4 Where such rules are absent, incomplete, or unclear, NEC shall apply this procedure together with applicable law and relevant international guidance. ISO 18788 contemplates exactly this approach: competent-authority RUF where available, and otherwise alignment with international guidance such as the UN Basic Principles and the Montreux Document.

3. Operational Philosophy

- a) NEC Security Services (SMC) Limited recognizes that the use of force is one of the greatest legal, operational, ethical, and reputational risks in private security operations.
- b) Inappropriate use of force can result in death or serious injury, damage to client confidence, civil or criminal liability, escalation of insecurity, and violation of human rights.
- c) Inappropriate use of force also includes the failure to use available force where reasonably necessary to protect life.
- d) For this reason, NEC requires clarity of standards, disciplined decision-making, effective training, strong supervision, rigorous reporting, and unambiguous enforcement.
- e) The central objective of this procedure is not to encourage force, but to ensure that where force becomes unavoidable it is controlled, justified, and limited.
- f) NEC therefore places primary emphasis on prevention, deterrence, professional presence, communication, tactical positioning, supervision, and de-escalation.
- g) Personnel are expected to solve security problems at the lowest lawful and effective level of intervention.
- h) The organization also recognizes, however, that some threats escalate rapidly and do not permit a slow or sequential response.
- i) Accordingly, this procedure establishes a use of force continuum as a decision framework rather than a rigid ladder.

4. Legal and Ethical Foundation



- 4.1 All use of force by NEC personnel shall be consistent with applicable law, contractual requirements, NEC's Use of Force Policy, NEC's Human Rights Procedure, and NEC's Code of Ethics.
- 4.2 NEC personnel shall respect the inherent right of self-defence and the defence of others, while understanding that the organization may impose restrictions that are more conservative than the outer limits of what may be permitted by law.
- 4.3 The UN Basic Principles require strict necessity, and ICoCA requires that personnel take all reasonable steps to avoid the use of force and that any force used be strictly necessary and proportionate to the threat and appropriate to the situation.
- 4.4 NEC shall not permit its personnel to engage in military or uniquely military functions such as combat operations, combat-like operations, offensive operations, or cordon-and-search missions unless expressly and lawfully authorized in a way consistent with ISO 18788, client mandate, and applicable law.
- 4.5 NEC's use of force system is therefore designed for private security operations, not military engagement.

5. Definitions and Meaning of Force

- 5.1 Force includes any physical, mechanical, chemical, electrical, less lethal, or lethal measure used to control, restrain, deter, repel, or neutralize a threat.
- 5.2 Presence, verbal commands, empty-hand control, use of restraints, less-lethal options, threat of lethal force, and lethal force all fall within the broader operational spectrum of force.
- 5.3 Lethal force means force that is intended to cause, or is likely to cause, death or serious bodily injury.
- 5.4 Less-lethal force means force that is less likely to result in death or serious bodily injury, though NEC recognizes that any force can have unintended serious consequences if misapplied.
- 5.5 This means the user's training, judgment, environment, and supervision are as important as the tool itself.

6. Responsibilities



- 6.1 The General Manager shall authorize the use of weapons, and provide executive oversight over serious use of force incidents.
- 6.2 The Operations Manager is responsible for translating this procedure into deployment controls, ensuring compliance across assignments, confirming that client requirements are compatible with NEC's standards, and taking command-level decisions in serious incidents.
- 6.3 Supervisors shall be responsible for immediate operational oversight of the use of force. They shall control and, where necessary, limit escalation, ensure reporting is immediate and accurate, secure scenes after incidents, and preserve the integrity of incident reviews.
- 6.4 The QHSE Head is responsible for ensuring alignment with risk, human rights, and management system requirements, reviewing trends and lessons learned, and ensuring internal audit coverage.
- 6.5 The Human Resource function is responsible for ensuring background investigations, training records, competence status, disciplinary follow-up, and personnel suitability reviews.
- 6.6 Individual personnel shall remain responsible for every use of force decision they make.

7. Conditions Under Which Force May Be Used

NEC personnel may use force only for lawful purposes in the performance of security operations.

In practical terms, force may be used in:

- a) Self-defence
- b) In defence of other persons
- c) To control a person who is unlawfully assaulting another
- d) To resist a direct unlawful attack
- e) To prevent specified harm in circumstances recognized by law and assignment instructions,
- f) In strictly limited situations involving the protection of property where the circumstances justify force under applicable law and this procedure.



Force shall never be used as:

- a) Punishment
- b) Intimidation
- c) Revenge
- d) Coercion for personal purposes
- e) Harassment
- f) Humiliation
- g) To compel unlawful obedience.

Force shall not be used because:

- a) A person is verbally abusive alone
- b) Disrespectful alone
- c) Passively difficult alone
- d) Non-compliant where the situation does not create a lawful basis for force.

Personnel must understand that lawful authority and operational frustration are not the same thing.

8. Weapons Authorization

NEC Security Services (SMC) Limited shall authorize armed service only where there is an operational requirement, contractual basis, or reasonable expectation that life, safety, or critical protected assets may be jeopardized if weapons are not carried.

No individual shall be armed simply because weapons are available or because a site is perceived as generally insecure.

Armed status shall be role-based, assignment-based, and risk-based.

Before any person is authorized to carry a weapon, NEC shall complete due diligence appropriate to the operational environment and applicable law.

This shall include:



- a) Background investigations including Uganda Police Force certificate of good conduct.
- b) Verification of identity
- c) Verification of legal eligibility to possess or carry a weapon
- d) Review of conduct and reliability
- e) Confirmation of competence and training.

NEC shall not issue weapons until this due diligence is completed.

Authorization shall be specific to a particular type and model of weapon.

It shall be issued in writing, signed by the General Manager, and kept on record for as long as the individual remains authorized, or longer where law or contract requires.

NEC shall also impose restrictions on armed carriage when personnel are:

- a) Off duty
- b) Within at least eight hours of consuming alcohol
- c) Under medication that may impair judgment or reaction
- d) Immediately after a serious undesirable event pending review
- e) Where allegations of non-compliance with use of force requirements are under assessment.

NEC shall maintain records of authorization, qualification, issuance and return, maintenance, and operational discharge of weapons.

9. Use of Force Continuum

- a) NEC shall apply a use of force continuum as an operational guide to help personnel choose the level of force reasonably necessary to resolve a threat.
- b) The continuum shall not be a rigid staircase that must be climbed mechanically.
- c) It shall be a professional judgment model.
- d) Personnel shall attempt to resolve situations at the lowest effective level, but they are not required to delay necessary action or move sequentially through every stage where doing so would place themselves or others at greater risk.



- e) The Use of Force Continuum shall be as follows:
 - a. At the lowest level, personnel presence shall act as deterrence.
 - b. At the next level, verbalization is used through clear instructions, warnings, and commands.
 - c. Where (a) and (b) are ineffective or impracticable, empty-hand control may be used to restrain, block, redirect, separate, or control a resisting person.
 - d. Where threats intensify or where empty-hand methods are inadequate, approved less-lethal methods may be used by trained personnel.
 - e. In the gravest circumstances, the threat of lethal force may be necessary, followed only if lawfully justified by actual lethal force.
- f) At all times, the amount of force used must remain reasonable in intensity, duration, and magnitude.
- g) Personnel shall warn persons and provide an opportunity to withdraw or cease threatening actions when the circumstances permit.
- h) Personnel shall also reduce force as soon as compliance is achieved or the threat changes.
- i) Supervisors shall control the initiation, escalation, and de-escalation of force where operationally possible and within their authority.

10. Verbal Commands, Warnings, and De-escalation

- a) NEC places substantial emphasis on verbal control, conflict management, and de-escalation.
- b) Personnel shall use calm, clear, authoritative language and identify themselves where appropriate.
- c) If circumstances allow, they shall instruct the person to stop, move back, drop the object, leave the area, or otherwise comply before force is applied.
- d) Warnings shall be realistic, understandable, and connected to the behaviour being addressed.



- e) Personnel shall seek to lower tension through distance, cover, tone, negotiation, tactical pause, calling for support, and repositioning.
- f) Force shall be reduced or stopped when control is achieved, resistance ends, or risk diminishes.
- g) A person who is restrained and no longer resisting is not to be subjected to continued force.

11. Less-Lethal Force

- a) NEC authorizes less-lethal force only where lawful, necessary, and appropriate to the threat.
- b) Less-lethal force may be used to prevent assault and injury, to stop continuing violence where non-force measures have failed or are unavailable, to control resistance in a lawful apprehension or restraint context where allowed by law and contract, or to protect specified property where lawful conditions are met.
- c) Because less-lethal methods can still cause severe injury or death, NEC restricts them to trained and authorized personnel.
- d) Personnel shall understand the capabilities, limitations, medical risks, and environmental risks of each tool.
- e) The choice of less-lethal option shall consider crowd density, confined spaces, proximity to vulnerable persons, bystanders, likelihood of secondary injury, and the possibility that the subject is medically compromised.
- f) Less-lethal force shall never be used carelessly, experimentally, or punitively.
- g) After the use of less-lethal force, the person involved shall be checked for injury, monitored as appropriate, and provided or facilitated access to medical assistance where needed.
- h) Supervisors shall ensure incident reporting and review are completed promptly.

12. Lethal Force



- a) NEC strictly limits lethal force to the narrowest lawful conditions.
- b) Lethal force may only be used when there is a reasonable belief of an imminent threat of death or serious bodily injury to the individual or others, and when lesser means have failed, are likely to fail, or cannot reasonably be employed.
- c) Intentional lethal use of firearms shall be strictly unavoidable to protect life.
- d) Lethal force shall not be used solely to protect ordinary property.
- e) NEC shall recognize limited exceptional situations concerning inherently dangerous property or critical infrastructure where the loss or sabotage of that property would itself create an imminent threat of death or serious bodily harm.
- f) Even then, personnel shall still meet the threshold of necessity and reasonableness.
- g) Where lethal force is used, personnel shall fire only aimed shots and with due regard for bystanders.
- h) Warning shots shall be prohibited unless specifically authorized by law and NEC operational control, and NEC may choose to prohibit them entirely as a matter of safety because they create unacceptable risk to unintended persons.
- i) Personnel shall stop firing as soon as the threat has been neutralized.

13. Support to Law Enforcement

- a) NEC Security Services (SMC) Limited shall only support law enforcement operations where such support is expressly authorized by the relevant law enforcement authority of the State and in accordance with applicable law.
- b) The organization shall not independently initiate or undertake law enforcement functions beyond its legal mandate and shall operate strictly within the scope defined by the authorizing authority.
- c) Where engaged in support of law enforcement operations, NEC personnel shall operate under the direction, coordination, and control of the relevant authority.



- d) The organization shall ensure that all personnel clearly understand the limits of their role, including the distinction between private security functions and law enforcement responsibilities.
- e) Under no circumstances shall NEC personnel assume powers or authorities that are not lawfully granted.
- f) NEC Security Services (SMC) Limited shall ensure that identification of personnel and assets used in such operations is consistent with instructions issued by the relevant authority.
- g) This shall include the use of uniforms, insignia, identification badges, and vehicle markings, which shall be clearly distinguishable and shall not misrepresent NEC personnel as law enforcement officers unless specifically authorized under applicable legal provisions.
- h) The organization shall ensure that all use of force in support of law enforcement is conducted in accordance with its Use of Force Procedure, applicable Rules for the Use of Force issued by the law enforcement authority.

14. Medical Assistance and Duty of Care

- a) Whenever force results in injury or possible injury, NEC personnel shall ensure that medical assistance is provided or facilitated without delay, regardless of the person's status.
- b) The injured person may be a suspect, intruder, member of the public, employee, or colleague; the duty of care remains.
- c) Personnel shall first ensure the scene is sufficiently secure to provide or facilitate aid safely.
- d) Where NEC personnel are trained in first aid, they shall provide immediate care within their competence while arranging referral or evacuation.
- e) Supervisors shall ensure prompt escalation for medical assistance.

15. Post-Incident Actions



- a) After any use of force incident, NEC personnel shall secure the scene, notify supervision immediately, preserve evidence, identify witnesses where possible, and ensure that affected persons are accounted for.
- b) The involved personnel shall not discuss the incident casually or with unauthorized persons.
- c) Reporting shall be factual, timely, and complete.
- d) Supervisors shall attend or otherwise take control promptly, ensure welfare support, verify whether weapons should be secured or withdrawn pending review, determine whether authorities and clients must be notified, and ensure appropriate documentation is completed.

16. Use of Force Training and Competence development

- a) NEC shall provide both initial and recurrent use of force training appropriate to the individual's role.
- b) Training shall include applicable self-defence law, NEC's weapons authorization and carriage rules, the difference between civilian use of force and military rules of engagement, criminal and civil liabilities, non-availability of unlawful superior orders as a defence, and application of the use of force continuum.
- c) Training shall use classroom instruction, practical drills, scenario-based exercises, and, where applicable, live-fire qualification.
- d) Scenario work shall reflect the actual ambiguity and pressure of NEC operational conditions.
- e) The goal is not just technical skill, but judgment.
- f) Personnel shall understand when to act, when to wait, when to de-escalate, and when not to use force at all.
- g) Training aids or quick-reference tools shall be developed to help personnel remember the core rules in the field.

17. Supervisory Control and Command Responsibility



- a) Supervisors shall be central to the control of force.
- b) They shall understand not only their own authority, but also the limits of that authority.
- c) They shall guide, limit, or direct escalation or de-escalation where operationally feasible, but they may not order manifestly unlawful force.
- d) Personnel shall not be entitled to rely on manifestly unlawful orders as a defence for misconduct.
- e) Supervisors shall ensure that force decisions are reviewed in context, that reporting is not delayed, and that trends in personnel behaviour are identified early.
- f) They shall also bear responsibility for action or inaction where supervisory failures contribute to misuse of force.

18. Accountability, Review, and Corrective Action

- a) All use of force incidents shall be reviewed.
- b) Serious incidents, especially those involving firearms, serious injury, or allegations of misuse, shall be formally investigated.
- c) NEC shall evaluate legality, necessity, proportionality, tactical appropriateness, compliance with client requirements, adequacy of supervision, and training sufficiency.
- d) Where issues are identified, corrective action may include retraining, disciplinary action, revision of assignment instructions, revision of client controls, changes in supervision intensity, suspension or revocation of weapons authorization, or referral to authorities.

19. Records

- a) Weapons authorization records
- b) Training and qualification records
- c) Weapons issuance and return
- d) Weapons maintenance
- e) Operational weapons discharge.
- f) Arms registers
- g) File monthly returns