



Supply Support and Mission Performance in African Peace Support Operations: Evidence from the African Union Mission in Somalia

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Abstract: *Reliable supply support is essential to the performance of peace support operations operating in insecure, infrastructure-constrained and geographically dispersed environments. This study examined the relationship between the adequacy and timeliness of supply support and mission performance in the African Union Mission in Somalia (AMISOM). An embedded mixed-methods design was used, with a dominant quantitative strand complemented by qualitative evidence. The target population comprised 250 AMISOM and United Nations Support Office in Somalia personnel involved in logistics. One hundred respondents were sampled for the questionnaire, of whom 85 participated, while qualitative data were obtained from 10 key informants and two focus group discussions. Quantitative data were analysed using descriptive statistics and Pearson correlation, while qualitative data were analysed thematically. Findings indicated weaknesses in timely delivery, emergency resupply, supply monitoring, communication and coordination. Respondents also reported that supply delays disrupted mission schedules and that inadequate supplies affected troop morale and readiness. Pearson correlation showed a moderate positive and statistically significant relationship between supply support and mission performance ($r = .452$, $p = .003$). Qualitative findings linked supply difficulties to insecurity, poor infrastructure, lengthy approval procedures and fragmented coordination. The study concludes that supply support is a strategic operational capability rather than a routine administrative function. It recommends integrated supply-chain coordination, improved supply visibility and stronger emergency replenishment arrangements for African peace support operations.*

Keywords: *Supply, Logistics, Performance, AMISOM, Peacekeeping, Somalia*

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1. Introduction

Peace support operations are increasingly deployed in complex environments characterised by armed conflict, political instability, terrorism, humanitarian need and threats to civilian populations. In such settings, operational effectiveness depends not only on personnel, command structures and political mandates, but also on the logistical systems that sustain deployed forces. Logistics provides the material and organisational foundation through which personnel are supplied, moved, protected and maintained during operations. Where these systems are unreliable, operational tempo,

force readiness and the continuity of mission activities may be compromised (Williams, 2018).

Supply support is particularly important within this wider logistics system because it connects mission requirements with the resources needed for day-to-day and emergency operations. Food, water, fuel, medical supplies, ammunition, spare parts, communications equipment and other mission-critical materials must be available in appropriate quantities and delivered to the locations where they are required. Effective supply support therefore extends beyond the physical availability of commodities to include forecasting, inventory management, warehousing, tracking, coordination, distribution and replenishment. In conflict environments, weaknesses at any of these stages may

restrict mobility, delay operations, reduce responsiveness and undermine personnel welfare.

The African Union Mission in Somalia (AMISOM) provides an important setting for examining these issues. Established in 2007, AMISOM became the African Union's largest and one of its most complex peace support operations, operating across a theatre marked by persistent insecurity, dispersed deployments and substantial logistical demands (Williams, 2018). Its support architecture involved the African Union (AU), troop-contributing countries, bilateral partners and the United Nations. The United Nations Support Office for AMISOM, established in 2009 and succeeded by the United Nations Support Office in Somalia (UNSOS) in 2015, provided critical logistical support to the mission.

Despite this support architecture, logistics remained a persistent operational challenge. The African Union Commission's strategic review of AMISOM found that the mission's support arrangements were not always sufficiently flexible or timely for the scale, tempo and intensity of operations in Somalia. The review also identified overstretched lines of communication, resource constraints and the need for a more responsive logistical support package (African Union Commission [AUC], 2013). These concerns were not merely historical. During the transition from AMISOM to the African Union Transition Mission in Somalia (ATMIS), the AU Peace and Security Council again emphasised the need for logistical arrangements capable of responding rapidly to high-tempo operations and called for closer alignment between operational requirements and the UN support system (African Union Peace and Security Council [AUPSC], 2022).

Coordination is central to this challenge because AMISOM's supply system operated through multiple actors with different mandates, procedures and accountability arrangements. Albrecht and Haenlein (2016) describe the mission's support architecture as multilayered and structurally fragmented, illustrating how international partnerships can provide essential capabilities while simultaneously creating coordination difficulties. From an operational perspective, the existence of supplies is therefore insufficient if approval processes, communication failures, transport constraints or weak tracking systems prevent resources from reaching field units when required.

Although the literature recognises logistics as a major determinant of AMISOM's operational effectiveness, much of it examines mission support as a broad construct encompassing supply, procurement, transportation, maintenance, engineering and communications (AUC, 2013; Williams, 2018). This broad framing provides important insight into the overall support architecture but offers less empirical clarity on the specific contribution of supply adequacy and timeliness to mission performance. The distinction matters because delayed replenishment, inadequate quantities and weak emergency resupply can directly affect readiness,

continuity and responsiveness even when other logistics functions remain operational.

Against this background, the study examined the relationship between the adequacy and timeliness of supply support and AMISOM mission performance in Somalia. By combining quantitative evidence with the experiences of personnel directly involved in mission logistics, the study provides focused empirical evidence on how supply-support arrangements relate to operational readiness and mission effectiveness in an African peace support context.

2. Literature Review

2.1 Theoretical Perspectives

The study was informed by Systems Theory and the Resource-Based View (RBV). Systems Theory conceptualises organisations as collections of interconnected and interdependent components whose collective functioning shapes overall performance (von Bertalanffy, 1968). Applied to peace support logistics, supply, procurement, transportation, maintenance, communication, warehousing and operational planning function as mutually dependent subsystems. A weakness in one component may therefore disrupt other components and reduce the effectiveness of the wider mission.

This perspective is particularly relevant to supply support because the physical availability of resources does not guarantee operational value. Supplies must be forecast, procured, stored, monitored, transported and delivered to operational units at the required time. Fuel may be available at a central depot, for example, but it contributes little to operational readiness if insecurity, poor coordination or transport delays prevent it from reaching a forward unit. Systems Theory therefore helps explain why weaknesses in supply timeliness and coordination can have consequences beyond the logistics function itself.

The Resource-Based View complements this systems perspective by emphasising the role of organisational resources and capabilities in performance. Barney (1991) argues that resources create value when organisations are able to organise and deploy them effectively. In peace support operations, food, fuel, medical supplies, ammunition, spare parts and communications equipment are essential operational resources; however, their contribution depends on the mission's capability to anticipate requirements, maintain adequate stocks, coordinate distribution and replenish field units when needed.

Taken together, the two theories provide a useful analytical framework for the study. RBV highlights the strategic importance of logistical resources and the capabilities needed to deploy them, while Systems Theory explains the interdependence of the processes through which those resources become operationally

useful. The combined perspective therefore suggests that mission performance depends not simply on the possession of supplies, but on the capacity of an integrated logistics system to make them available in adequate quantities and within operationally relevant timeframes.

2.2 Supply Support and Mission Performance in Peace Support Operations

Supply support constitutes a fundamental operational enabler in peace support operations because deployed forces depend on the continuous availability of food, water, fuel, ammunition, medical supplies, communication equipment, spare parts, protective equipment and other mission-essential commodities. The effectiveness of a peace support mission therefore depends not merely on the availability of personnel and equipment, but also on the capacity of the logistical system to sustain these resources throughout the operational cycle. In complex peace operations, logistical capability influences mobility, force protection, operational reach, personnel welfare and the ability of deployed units to maintain a sustained presence in areas of responsibility. Williams (2018) demonstrates that AMISOM's operational effectiveness was closely connected to its ability to maintain and sustain forces operating in Somalia's highly insecure and geographically dispersed environment. The United Nations Security Council (UNSC, 2021) similarly recognised logistical support as essential to sustaining AMISOM personnel and Somali security forces. Consequently, weaknesses in supply support may translate into reduced mobility, delayed response, diminished operational readiness and reduced capacity to implement mission mandates.

Supply support in peace support environments is particularly complex because logistics must function under conditions that differ substantially from conventional commercial supply chains. In Somalia, insecurity, weak transport infrastructure, dispersed forward operating bases and threats posed by armed groups complicated the movement and distribution of essential supplies to deployed forces (Williams, 2018). Such conditions require supply systems that are not only adequately resourced but also sufficiently flexible and responsive to changing operational requirements. The African Union Commission (AUC, 2013), in its strategic review of AMISOM, acknowledged that the United Nations logistical support package contributed substantially to the mission's achievements but observed that existing arrangements did not always provide the flexibility and timeliness required by the operational realities of the mission. The review specifically linked these limitations to operational tempo and the mission's capacity to establish and sustain presence in its sectors. Recent peer-reviewed research on military and defence supply chains reinforces the importance of resilience and responsiveness in sustaining operations

under conditions of disruption. Xiong et al. (2020), in their analysis of military supply-chain networks, demonstrate that supply-chain performance depends not only on supply capability but also on the capacity of the network to withstand disruptions and recover within operationally acceptable timeframes. Their study shows that disruption at critical points in a military supply network can affect the wider flow of logistical resources and consequently reduce operational performance. Similarly, Cabrera et al. (2023), examining supply-chain resilience in the Colombian defence sector, found that risk, vulnerability and adaptability influence the capacity of defence supply chains to withstand and recover from disruptions. Although these studies were conducted outside African peace support operations, they demonstrate that the effectiveness of military supply systems depends on their capacity to anticipate, absorb and respond to disruptions rather than merely on the availability of resources. This perspective is particularly relevant to AMISOM, where insecurity, infrastructure constraints and changing operational requirements increased the need for flexible and responsive supply arrangements.

The experience of AMISOM further illustrates the relationship between supply support and the expansion of operational responsibilities. As the mission expanded geographically beyond Mogadishu, forces had to be sustained across increasingly dispersed operational locations. This expansion increased the distance between central supply points and deployed units and placed additional pressure on transportation, storage, inventory management, replenishment and coordination mechanisms (Williams, 2018). In such environments, the operational significance of supply support lies not simply in whether resources are available somewhere within the mission system, but whether they can be delivered to the required unit, in the appropriate quantity and within an operationally relevant timeframe. Delayed replenishment may therefore constrain operational tempo even where personnel, equipment and supplies are nominally available.

The institutional architecture through which AMISOM was supported added another layer of complexity. Unlike conventional military operations operating primarily through a unified national logistics structure, AMISOM relied on a multilayered support arrangement involving the African Union, United Nations support structures, troop-contributing countries and bilateral partners. Albrecht and Haenlein (2016) characterize this arrangement as a form of fragmented peacekeeping in which multiple actors contributed resources and capabilities but operated through different institutional mandates and procedures. The AUC (2013) similarly identified AMISOM's mission-support architecture as complex, comprising the UN logistical support package alongside bilateral assistance to the AU and direct bilateral support to troop- and police-contributing countries. Such an arrangement expanded the pool of resources available to the mission but simultaneously

increased the importance of coordination, information sharing and clearly defined institutional responsibilities.

Institutional fragmentation has direct implications for supply performance because procurement, approval, warehousing, movement, distribution and replenishment may involve different organisations. A delay or information failure at one point in the supply chain may consequently affect several subsequent activities before ultimately constraining the operational unit. Albrecht and Haenlein (2016) demonstrate that AMISOM's partnerships were simultaneously a source of capability and institutional complexity. Williams (2018) similarly observes variations in the capabilities and support arrangements of troop-contributing countries. Supply support should therefore be conceptualised as a system of interdependent activities rather than an isolated logistical function. This understanding is consistent with the Systems Theory perspective adopted in the present study, which assumes that the effectiveness of the wider mission depends partly on coordination among its interconnected logistical subsystems. The importance of coordination and information management under conflict conditions is also supported by contemporary logistics research. Konrad et al. (2024), examining humanitarian logistics during the war in Ukraine, identified information management, inventory management, coordination and performance measurement as critical dimensions of effective logistical operations during military conflict. Their findings further demonstrate that security risks, changing transportation routes and fluctuating demand can complicate the timely movement and distribution of supplies. Although humanitarian logistics differs from military peace-support logistics in mandate and organisational structure, both operate in environments characterised by uncertainty, infrastructure disruption, security threats and rapidly changing requirements. The study therefore provides relevant comparative evidence that effective logistics under conflict conditions depends on the ability to coordinate actors, maintain visibility over resources and adapt supply arrangements as operational conditions change.

Coordination and supply visibility are particularly important in such a multi-agency support architecture. Historical UN support arrangements for AMISOM included mechanisms specifically intended to improve joint logistics planning, prioritisation and tracking. The Joint Support Operations Centre, for example, brought together AMISOM and UN support personnel to coordinate logistics requirements across mission sectors and used mechanisms for logging and tracking support requests. Such arrangements demonstrate that effective supply support requires not only physical stocks but also information systems capable of communicating requirements, establishing priorities, tracking requests and monitoring delivery (United Nations Support Office for AMISOM, 2025).

The strategic review of AMISOM further reinforces the distinction between the existence of a logistical support

structure and its effectiveness at the operational level. Although the UN logistical package contributed significantly to AMISOM's achievements, the AUC (2013) reported concerns regarding inconsistency, timeliness and the suitability of support arrangements for a mission operating in a peace-enforcement environment. The review argued that logistical standards developed for more conventional peacekeeping environments did not always provide the flexibility demanded by AMISOM's operational circumstances. Thus, a mission may possess an established supply-support architecture while deployed units continue to experience operational constraints if requisitions are delayed, quantities are inadequate, emergency requirements cannot be processed quickly or distribution mechanisms cannot reach field units when required.

The importance of supply responsiveness became even more apparent during the transition from AMISOM to the African Union Transition Mission in Somalia (ATMIS). In authorising the reconfigured mission, the African Union Peace and Security Council (AUPSC, 2022) emphasised that ATMIS needed to become more agile, mobile and flexible. Importantly, the Council called for adjustment of logistical support to the mission's operational requirements and requested mechanisms capable of ensuring a speedy response to the logistical requirements of high-tempo operations. This demonstrates that logistical responsiveness was not viewed as a peripheral administrative issue but as an integral component of mission reconfiguration and operational effectiveness.

The sustainability of mission support is also linked to the availability of predictable resources. Shortly after the establishment of ATMIS, the AUPSC expressed concern that the mission had commenced its mandate without all the resources required for effective implementation and reiterated the importance of adequate, predictable and sustainable financing. The Council simultaneously recognised that UN logistical support had contributed to the operational gains achieved by AMISOM over its 15-year deployment (AUPSC, 2022). This highlights the connection between resource availability, logistical capacity and mission sustainability: even well-designed supply systems may struggle to respond effectively where financial and material resources are unpredictable.

More recent developments provide further evidence that supply support remains central to African Union operations in Somalia. UNSOS reported in 2024 that its logistical support to Somali security forces and ATMIS included food, water, fuel, transportation, medical evacuation, communications and other forms of operational assistance. The support framework also emphasised integration of logistics into operational planning and protection of supply routes (United Nations Support Office in Somalia [UNSOS], 2024a). The Security Council likewise continued to mandate logistical support to ATMIS during its drawdown and transition, illustrating the continuing dependence of field

operations on an effective support architecture (UNSC, 2024).

Evidence from the decentralisation of UNSOS logistical support further illustrates the importance of responsiveness and proximity to operational units. In 2024, UNSOS reported that decentralising logistical support to mission sectors had shortened the processing of requests compared with earlier arrangements in which approvals were concentrated in Mogadishu. Sector-level supply arrangements were reported to have improved the availability of essential materials and supported field operations in Hirshabelle (UNSOS, 2024b). Although this evidence relates to the later ATMIS period, it is analytically important because it illustrates how institutional design and supply-chain configuration can affect the speed with which operational requirements are fulfilled.

The continuing relevance of these issues is evident in the subsequent transition from ATMIS to the African Union Support and Stabilisation Mission in Somalia (AUSSOM). UNSOS continues to provide logistical support to the successor African Union mission, including supply, transportation, medical, communications and other operational services. In 2025, UNSOS reported that supply support remained critical to maintaining forces operating under challenging field conditions, illustrating continuity in the logistical requirements confronting successive African Union missions in Somalia (UNSOS, 2025). This continuity suggests that supply challenges observed under AMISOM were not merely temporary deficiencies associated with a particular phase of the mission but reflected broader structural requirements of sustaining multinational peace support operations in Somalia.

Taken together, the literature demonstrates that effective supply support has several interrelated dimensions. Adequacy concerns whether the required commodities are available in sufficient quantities; timeliness concerns whether they reach operational units when required; reliability concerns the consistency of the support system; responsiveness concerns the capacity to adjust to emergencies and changing operational requirements; while visibility and coordination concern the ability of mission actors to communicate requirements and track resources throughout the supply chain. The AMISOM, ATMIS and subsequent AUSSOM experiences demonstrate that these dimensions cannot be considered independently because weaknesses in one part of the logistics system may reduce the operational value of resources available elsewhere in the system (AUC, 2013; AUPSC, 2022; UNSOS, 2024a, 2024b, 2025; Williams, 2018).

Existing literature therefore demonstrates broad agreement that logistics is critical to the operational effectiveness of African Union peace support operations in Somalia (AUC, 2013; Albrecht & Haenlein, 2016; Williams, 2018; AUPSC, 2022; UNSC, 2023, 2024; UNSOS, 2024a, 2024b, 2025). However, much of this

literature consists of strategic reviews, institutional assessments, mission mandates and broader analyses of AMISOM's operational effectiveness. Comparatively less empirical attention has been directed specifically toward the relationship between the adequacy, timeliness, reliability and responsiveness of supply support and mission performance as experienced by personnel directly involved in peace support logistics. The distinction is important because the formal existence of a logistical support structure does not establish whether supplies consistently reach operational units in appropriate quantities and within the timeframes required by field operations.

Accordingly, the present study conceptualised supply support in terms of the extent to which mission personnel received essential supplies in adequate quantities, within required timeframes and with sufficient responsiveness to changing operational requirements. Mission performance was considered in relation to the capacity of deployed forces to maintain operational readiness and execute assigned responsibilities. By empirically examining the relationship between these dimensions and complementing the quantitative analysis with qualitative accounts from personnel involved in mission logistics, the study addresses an important gap in existing AMISOM literature and provides evidence on how supply-support capability relates to mission performance within an African peace support context.

2.3 Empirical Gap

Existing scholarship and institutional assessments provide substantial evidence that logistics shaped AMISOM's operational capacity. However, the dominant literature tends to discuss logistics as an integrated mission-support challenge rather than isolate specific functions such as supply support (AUC, 2013; Williams, 2018). Consequently, there is comparatively limited empirical evidence examining how the adequacy and timeliness of supply support relate specifically to mission performance from the perspective of personnel involved in logistics operations.

This gap is important because supply shortages, delayed replenishment, weak monitoring, poor communication and ineffective emergency resupply may constrain operational readiness in ways that are analytically distinct from procurement, transportation or maintenance problems. The present study addresses this gap by focusing specifically on supply support and by integrating quantitative assessments with qualitative accounts of operational experience.

3. Methodology

3.1 Research Design and Setting

The study adopted an embedded mixed-methods design, with a dominant quantitative strand complemented by qualitative evidence. The quantitative component

employed a cross-sectional correlational design to examine the relationship between supply support and mission performance at a single point in time without manipulating the study variables. The qualitative component was embedded within the quantitative design to provide contextual explanations of the institutional and operational processes underlying the observed statistical patterns. Integration of the two strands occurred primarily during interpretation, where qualitative findings were used to explain, contextualise and deepen understanding of the quantitative results.

The study was conducted within the areas of operation of the African Union Mission in Somalia (AMISOM) and at the United Nations Support Office in Somalia (UNSOS) headquarters in Mogadishu. The setting included personnel directly involved in logistics planning, coordination and implementation and reflected the operational environment within which mission supply support was undertaken, including insecurity, dispersed deployments, constrained transport infrastructure and multi-agency coordination.

3.2 Population, Sample and Sampling

The target population comprised 250 AMISOM and UNSOS personnel involved in logistics planning, coordination and implementation across mission sectors and headquarters. The population included supply and procurement officers, transportation and distribution personnel, maintenance technicians, logistics managers and relevant operational commanders whose responsibilities provided direct knowledge of mission logistics and operational support.

For the quantitative strand, stratified random sampling was used to ensure representation across the major logistics functions and operational locations. A sample of 100 respondents was selected from the target population of 250 using Yamane's formula. Of the 100 questionnaires administered, 85 were completed and returned, yielding an 85% response rate.

For the qualitative strand, purposive sampling was used to select participants with specialised knowledge and experience of logistics operations within the mission. Ten key informants, comprising senior officers and logistics managers, participated in key informant interviews. In addition, two focus group discussions were conducted with logistics officers and technicians to obtain contextual insights into supply-support processes, operational constraints and their implications for mission performance. Qualitative participants were selected based on their roles, experience and ability to provide information-rich accounts relevant to the study.

3.3 Data Collection, Validity and Reliability

Quantitative data were collected using a structured questionnaire. For this study, the analysis focused on items measuring the adequacy and timeliness of supply support and mission performance. Responses were recorded on a five-point Likert scale ranging from 1 = Strongly Disagree to 5 = Strongly Agree. Qualitative data were collected through semi-structured key informant interviews and focus group discussions. Open-ended questions explored supply adequacy, timeliness, coordination, emergency resupply and the perceived operational consequences of supply constraints. Key informant interviews lasted approximately 45-60 minutes and were conducted face-to-face or virtually depending on participant availability and security conditions.

Content validity was assessed through expert review of the instruments for clarity, relevance and alignment with the study objective. Construct validity was strengthened by linking the questionnaire items to the conceptual framework and theoretical constructs. The questionnaire was piloted among 10 officers with characteristics similar to those of the study population, but who were excluded from the main survey. The pilot informed minor revisions to wording, sequencing and formatting. Internal consistency was assessed using Cronbach's alpha. The supply-support scale yielded $\alpha = .80$, exceeding the minimum acceptable threshold of .70.

3.4 Data Analysis

Quantitative data were coded, cleaned and analysed using IBM SPSS Statistics Version 26. Frequencies, percentages, means and standard deviations were used to describe respondent characteristics and perceptions of supply support. Pearson's product-moment correlation was used to determine the direction, strength and statistical significance of the relationship between supply support and mission performance, with statistical significance assessed at the .05 level.

Qualitative data were analysed thematically following Braun and Clarke's (2006) approach. Interview and focus group data were reviewed, coded and organised into recurring themes concerning supply adequacy, delivery timeliness, emergency resupply, monitoring, coordination and operational consequences. The qualitative themes were integrated with the quantitative findings during interpretation.

3.5 Ethical Considerations

Institutional approval and relevant research authorisation were obtained before data collection. Participants were informed about the purpose of the study and participated voluntarily after providing informed consent. Confidentiality and anonymity were maintained, operationally sensitive information was excluded from

reporting, and research materials were securely stored and used solely for scholarly purposes.

4. Results and Discussion

4.1 Adequacy and Timeliness of Supply Support

The study assessed supply support using indicators covering delivery timeliness, adequacy of quantities,

emergency resupply, monitoring, coordination, communication and the operational consequences of supply deficiencies. Table 1 presents the descriptive findings.

Table 1: Descriptive Statistics on Supply Support

Supply Support Indicator	Mean	SD
Supplies such as fuel, food, and medical kits are delivered on time to operational units	2.54	1.02
Supply quantities received usually meet operational requirements	2.73	0.96
Supply delays frequently disrupt mission schedules	3.88	0.81
Emergency resupply requests are handled promptly	2.47	1.08
There is an effective monitoring system to track supply requests and deliveries	2.69	0.93
Coordination between field units and supply depots is efficient	2.74	0.89
Inadequate supplies negatively affect troop morale and readiness	4.01	0.77
Communication between supply officers and sector commanders is timely and reliable	2.67	0.91
Composite Mean	2.72	0.92

The findings indicate weaknesses in several dimensions of supply support. Respondents reported relatively low assessments of the timely delivery of essential supplies such as fuel, food and medical kits ($M = 2.54$, $SD = 1.02$) and the adequacy of quantities received relative to operational requirements ($M = 2.73$, $SD = 0.96$). Emergency resupply recorded the lowest mean among the positively worded indicators ($M = 2.47$, $SD = 1.08$), indicating particular concern regarding the responsiveness of the supply system to urgent operational requirements. These findings reinforce earlier assessments of AMISOM that identified the responsiveness and flexibility of logistical support as continuing operational challenges (AUC, 2013; Williams, 2018). The continued emphasis on agile logistical support during the transition to ATMIS further suggests that timely replenishment remained important to sustaining operations in Somalia (AUPSC, 2022).

Similar weaknesses were evident in supply monitoring, communication and coordination. Respondents gave relatively low ratings to systems for tracking requests and deliveries ($M = 2.69$, $SD = 0.93$), the timeliness and reliability of communication between supply officers and sector commanders ($M = 2.67$, $SD = 0.91$), and

coordination between field units and supply depots ($M = 2.74$, $SD = 0.89$). The findings suggest that supply-support constraints extended beyond the physical availability of commodities to include the institutional processes through which requirements were communicated, tracked, coordinated and fulfilled. This is particularly important in AMISOM's multi-actor logistical architecture, where responsibilities for generating requirements, procurement, movement and delivery were distributed among the AU, UN support structures, troop-contributing countries and other partners. Albrecht and Haenlein (2016) similarly demonstrate that AMISOM's partnership arrangements generated important capabilities while also producing institutional fragmentation and coordination challenges.

The operational consequences of supply deficiencies were particularly evident in respondents' assessments of the two negatively worded indicators. Respondents reported that supply delays frequently disrupted mission schedules ($M = 3.88$, $SD = 0.81$) and that inadequate supplies negatively affected troop morale and readiness ($M = 4.01$, $SD = 0.77$). The comparatively lower standard deviations indicate greater consistency among respondents regarding these perceived operational

consequences. These findings support the argument that logistics should not be treated merely as an administrative support function because interruptions in supply can affect operational tempo, force mobility, readiness and the sustainability of deployed units (Williams, 2018). They also correspond with the AUPSC's (2022) emphasis on logistical arrangements capable of supporting agile and high-tempo operations.

Qualitative evidence provided contextual explanations for these quantitative patterns. Participants acknowledged the existence of formal supply-distribution arrangements but described their effectiveness as constrained by insecurity, damaged roads, lengthy approval procedures, communication breakdowns and fragmented coordination. One key informant explained that:

“Supply convoys could take several days because of insecurity and damaged roads, thereby affecting operational readiness in high-risk sectors.” (KII 1)

A focus group participant similarly observed that:

“Delayed emergency supplies lowered troop morale because personnel felt unsupported during operations.” (FGD 2)

These accounts indicate how supply deficiencies were experienced operationally and help explain the relatively low quantitative ratings for delivery timeliness and emergency resupply. The convergence of the quantitative and qualitative evidence suggests that AMISOM's supply difficulties were not attributable solely to resource availability. Rather, weaknesses in tracking, communication, coordination, movement and emergency replenishment affected the ability of the wider logistics system to translate available resources into timely field support. This interpretation is consistent with the AUC (2013), which identified limitations in the flexibility and responsiveness of AMISOM's support arrangements, and with Williams (2018), who identifies logistics as a

persistent constraint on AMISOM's operational effectiveness.

The findings also demonstrate the continuing relevance of these logistical challenges beyond AMISOM. During the transition to ATMIS, the AUPSC (2022) continued to emphasise the need for agile and responsive logistical arrangements, while the UNSC (2023) highlighted supply-chain management, warehousing and resource pre-positioning as important components of operational support in Somalia. The recurrence of these concerns across successive mission arrangements suggests that the weaknesses identified by respondents were not merely isolated operational incidents but reflected broader structural challenges associated with sustaining multinational peace support operations in Somalia.

From a Systems Theory perspective, the findings illustrate the interdependence of supply, transportation, communication, information management and operational planning. The presence of supplies within the wider logistics system does not necessarily translate into operational capability if weaknesses elsewhere in the system prevent resources from reaching deployed units at the required time. This interpretation is also consistent with the Resource-Based View (RBV), which proposes that organisational resources contribute to performance when they are effectively organised and deployed (Barney, 1991). In the context of peace support operations, therefore, the strategic value of supplies depends not only on their availability but also on the institutional capability to forecast requirements, position resources, coordinate distribution and replenish operational units when required.

4.2 Relationship between Supply Support and Mission Performance

Pearson's product-moment correlation was used to examine the relationship between supply support and mission performance. The results are presented in Table 2.

Table 2: Correlation between Supply Support and Mission Performance

Variable	Mission Performance
Supply Support, r	.452**
Sig. (2-tailed)	.003
N	85

Note. **p < .01. Source: Field Data (2026).

The analysis showed a moderate positive and statistically significant relationship between supply support and mission performance ($r = .452$, $p = .003$, $N = 85$). The positive coefficient indicates that more favourable assessments of supply support were associated with stronger assessments of mission performance. Because the study used a cross-sectional correlational design, the result is interpreted as an association rather than evidence of causation.

The qualitative findings provided contextual explanations of how this relationship manifested operationally. Participants associated delays in supplies with interruptions at remote operational bases, reduced mobility, difficulties responding to changing operational requirements, increased vulnerability where medical and other essential supplies were delayed, and negative effects on personnel welfare and morale. Supply support therefore appeared to be associated with several

interconnected dimensions of mission functioning rather than a single performance outcome.

The finding is consistent with existing evidence concerning the operational significance of logistics within AMISOM. The AUC (2013) identified responsive logistical support as important to the mission's operational effectiveness, while Williams (2018) demonstrates that logistical constraints influenced AMISOM's ability to sustain forces and conduct operations across Somalia. Albrecht and Haenlein (2016) further show that AMISOM's effectiveness depended on coordination across a complex network of institutional partners, illustrating that the availability of resources alone was insufficient where institutional fragmentation affected their mobilisation and delivery. Taken together, these studies support the present finding that stronger supply-support capability is associated with improved mission functioning.

The persistence of similar concerns during the transition from AMISOM to ATMIS provides additional support for this interpretation. In reconfiguring the mission, the AUPSC (2022) emphasised the need for logistical mechanisms capable of responding rapidly to high-tempo operations. Similarly, the UNSC (2023) continued to emphasise supply-chain management, warehousing, pre-positioning and the integration of logistical support with operational requirements. The present empirical finding therefore extends these institutional and strategic assessments by demonstrating, at the personnel level, a statistically significant positive relationship between perceived supply-support effectiveness and perceived mission performance.

From a Systems Theory perspective, the observed relationship is consistent with the proposition that mission performance emerges from the coordinated functioning of interconnected logistical subsystems. Supply support interacts with transportation, information management, communication, maintenance and operational planning; weaknesses in one subsystem may consequently affect the functioning of others. The finding therefore supports a systemic understanding of logistics in which operational effectiveness depends on coordination across the entire support architecture rather than on the performance of individual logistical functions in isolation.

The findings can also be interpreted through the Resource-Based View. RBV proposes that organisational resources generate performance advantages when they are effectively organised and deployed (Barney, 1991). Within peace support operations, fuel, food, medical supplies and other commodities constitute necessary resources, but their operational value depends on the mission's capacity to forecast requirements, position stocks, communicate needs, distribute supplies and respond to emergencies.

Supply-support capability therefore represents more than the possession of material resources; it reflects the organisational capacity to transform those resources into sustained operational readiness.

The findings suggest that supply support should be treated as a **strategic mission capability rather than a routine administrative function**. Increasing the volume of available supplies alone may produce limited improvements where monitoring, communication, transportation coordination and emergency replenishment remain weak. For African peace support operations, strengthening supply systems therefore requires attention to both material capacity and the institutional mechanisms through which resources are translated into timely and reliable support to deployed forces.

5. Conclusions and Recommendations

5.1 Conclusion

The study examined the relationship between the adequacy and timeliness of supply support and AMISOM mission performance. The findings indicate that supply support was constrained by delays in essential deliveries, weak emergency resupply, limited supply visibility, communication gaps and coordination difficulties. Respondents also reported that supply delays disrupted mission schedules and that inadequate supplies affected troop morale and readiness. Qualitative evidence showed that these difficulties were reinforced by insecurity, poor infrastructure, lengthy approval procedures and fragmented coordination.

The study concludes that effective supply support is a strategic operational capability whose value lies not only in the availability of resources but in the capacity to deliver them reliably to operational units when required. This conclusion is consistent with Systems Theory, which emphasises interdependence among logistics functions, and the Resource-Based View, which highlights the organisational capability required to convert resources into performance. The AMISOM experience therefore demonstrates that strengthening peace support logistics requires simultaneous attention to resources, coordination, information flow and operational responsiveness.

5.2 Recommendations

First, African Union peace support operations should strengthen integrated supply-chain coordination and visibility. Mission headquarters, sector commanders, supply depots, transport personnel and external support partners should operate through shared planning and tracking arrangements that provide timely information on stock levels, outstanding requests, movements and emerging shortages. Improved visibility would support forecasting, prioritisation and faster decision-making.

Second, missions should strengthen emergency resupply and contingency arrangements for remote and high-risk deployments. This should include clearly defined emergency replenishment procedures, appropriate contingency stocks, alternative supply routes and transport options that can sustain operations when conventional routes are disrupted by insecurity or infrastructure failure.

Third, supply capability should be incorporated into strategic and operational planning from the outset. Operational objectives should be matched with realistic assessments of supply requirements, transport capacity, replenishment timelines, infrastructure and security risks. Treating supply support as part of mission design rather than as a downstream administrative function would improve alignment between operational ambition and logistical capacity.

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