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Analysis of Logistical Support Strategy of The UNIFIL MPU Konga XXV Task Force in Maintaining Operational Readiness in Lebanon

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Abstract

Operational readiness is essential for the Military Police Unit (MPU) Task Force Konga XXV UNIFIL in fulfilling its peacekeeping mandate in Lebanon. However, 2025 data indicate degradation of equipment, with many vehicles over 17 years old and classified as Unserviceable (US) due to severe engine damage and corrosion. This study examines the effectiveness of logistics support and develops strategies to address bureaucratic barriers and delays in spare-parts distribution. Using a qualitative descriptive-analytical design, data were collected through in-depth interviews with logistics officers from the Indonesian Peacekeeping Center (PMPP TNI) and the Task Force, supported by UN Verification Reports (VR). Data were analyzed using the interactive model and SWOT analysis. Findings show that logistics support remains sub-optimal due to a 6–8-month procurement cycle and mismatches between spare-part specifications and field requirements. Recommended strategies include an "One Click" logistics monitoring system, flexible budgeting for local procurement, and validation of PMPP TNI logistics personnel through a one-door system. Strengthening logistics competencies and streamlining bureaucracy are essential to sustain readiness above 90% and avoid reductions in UN reimbursement funds.

Keywords: Logistics support, operational readiness, UNIFIL, peacekeeping mission.

INTRODUCTION

Indonesia's participation in United Nations (UN) peacekeeping missions is a tangible

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manifestation of its independent and active foreign policy and its commitment to achieving world peace (Mirajiah & Ningsih, 2026). This commitment is also in line with the Indonesian National Armed Forces' (TNI) mandate to carry out Military Operations Other Than War (MOOTW), including peacekeeping missions in accordance with foreign policy. One such contribution is the deployment of the Konga XXV Military Police Unit (MPU) Task Force to the United Nations Interim Force in Lebanon (UNIFIL) mission (Prayitno, 2018). The MPU Task Force plays a strategic role in supporting law enforcement, discipline, internal security, and the protection of personnel within the peacekeeping operations environment in Lebanon (Asmoro et al., 2024).



Figure 1. Map of the UNIFIL Konga XXV MPU Task Force's Area of Operations

Source: UNIFIL Konga XXV-Q MPU Task Force

The operational area of the Konga XXV UNIFIL MPU Task Force is in Southern Lebanon, specifically the East Sector, which has complex geographical characteristics and operational conditions (Suparman et al., 2026). The hilly terrain, limited infrastructure, great distance from the home country, and security dynamics resulting from armed conflict demand logistical support capable of adapting to operational needs. In this context, logistics functions not only as a provider of supplies and equipment but is an integral part of operational sustainability, encompassing needs planning, procurement, maintenance, distribution, control, as well as monitoring and evaluation. The effectiveness of logistical support becomes increasingly important because the success of mission execution is heavily influenced by the unit's ability to maintain the readiness of personnel and materiel throughout the duration of the deployment (Ekström, 2026).

The principles of effective logistical support require the fulfillment of five criteria: right type, right quality, right quantity, right time, and right target (van Fenema & van Kampen, 2021). However, the implementation of logistical support for the MPU Konga XXV UNIFIL Task Force still faces various challenges, including the lengthy process of procuring and shipping spare parts from Indonesia, limited availability of equipment in the area of operations, and discrepancies between the specifications of the received spare parts and actual needs in the field (Suparman et al., 2026).

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These issues have the potential to prolong the repair time for damaged equipment and ultimately reduce the unit's operational readiness (Ekström & Skoglund, 2026). This situation highlights a gap between operational needs in the mission area and the logistics support mechanisms implemented by the home country, thereby necessitating a more adaptive, responsive, and integrated strategy (Juan et al., 2022).

These equipment readiness issues are reflected in the results of the Contingent-Owned Equipment (COE) Inspection conducted by UNIFIL on the MPU Konga XXV Task Force. Based on the 2024 Verification Report, a number of items of equipment were found to be in non-operational condition, including one tanker truck, one utility/cargo truck, three laser speed guns, two generators, and three water treatment plants (Rashid et al., 2023). The unavailability of this equipment can directly impact mission execution, such as fuel distribution, enforcement of driving discipline, provision of electricity, and meeting water needs within the unit's area of operations. In addition to disrupting the fulfillment of the mandate, low equipment readiness also has the potential to affect the reimbursement mechanism for Troop Contributing Countries (TCCs), as the results of the COE inspection serve as one of the bases for assessment in the provision of cost reimbursements by the UN. Therefore, equipment readiness has both operational and financial implications for the sustainability of the mission (Kostiuchenko & Solomon, 2020).

These issues underscore the need for a logistics support strategy that is not only focused on meeting material needs but also on strengthening coordination, personnel competence, evaluation systems, and the alignment of national procedures with UN logistics mechanisms (Serrano et al., 2023). Previous research on the rematerialization of the operational readiness of the Indonesian National Armed Forces (TNI) Garuda Contingent Task Force has demonstrated the importance of material management in supporting missions; however, it has not specifically examined the logistics support strategy of the MPU Konga XXV UNIFIL Task Force, the factors causing material shortages, or alternative strategies suited to the characteristics of operations in Lebanon (van Fenema & van Kampen, 2021). Based on these gaps, this study aims to analyze the implementation and challenges of logistics support for the UNIFIL Konga XXV MPU Task Force and to formulate adaptive and effective strategies to maintain operational readiness (Ugolnikov et al., 2021). The results of this study are expected to provide academic contributions and practical recommendations for the Indonesian National Armed Forces (TNI) in enhancing the effectiveness of logistics support during international peacekeeping missions.

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OVERVIEW OF STRATEGY

Strategy theory views strategy as a systematic framework for achieving objectives through the management of resources and the selection of appropriate methods. From the "ends, ways, and means" perspective, strategy is the art of linking the objectives to be achieved (ends), the methods for achieving them (ways), and the available resources (means), while taking into account the strategic environment and resource constraints (Gray, 2010). In the context of the UNIFIL Konga XXV MPU Task Force, this theory serves as the foundation for analyzing how operational readiness objectives can be achieved through the selection of logistical support mechanisms and the effective utilization of resources.

Logistical support is an integral part of operational strategy because it encompasses requirements planning, procurement, distribution, maintenance of materiel, human resource management, as well as control and evaluation (Juan et al., 2022). The effectiveness of a logistical strategy is determined by the ability to integrate personnel, materiel, technology, procedures, and interagency coordination so that support can be provided in a timely, efficient, and sustainable manner. In the UNIFIL peacekeeping mission, which is characterized by a complex operational environment, such integration is necessary to maintain the task force's operational readiness and ensure that all field requirements are optimally met (Serrano et al., 2023).

OVERVIEW OF SUPPLY CHAIN MANAGEMENT

Supply chain management theory emphasizes the importance of managing the flow of goods, information, and resources in an integrated manner from suppliers to end users. In the context of the UNIFIL Konga XXV MPU Task Force, the application of this theory encompasses requirements planning, procurement, storage, distribution, and coordination among parties to ensure that logistical support is available in a timely manner and in accordance with operational needs (Kostiuchenko & Solomon, 2020). The complex and uncertain mission environment also demands a responsive and flexible supply chain through effective coordination among actors, thereby ensuring the continuity of support and the operational readiness of the Task Force in the mission area (Ekström et al., 2020).

OVERVIEW OF LOGISTICS SUPPORT

The theory of logistics support emphasizes that the success of military operations is greatly influenced by the ability to effectively plan, procure, maintain, manage, and distribute materiel in accordance with operational needs (Anca, 2019). In the context of the UNIFIL Konga XXV MPU

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Task Force, logistical support must ensure the availability of materiel on time, in the correct quantities, and in a ready-to-use condition, while adapting to geographical constraints, infrastructure limitations, and the dynamics of the operational environment (Juan et al., 2022). Systematic and efficient logistics management, supported by coordination among all parties, is necessary to minimize delays and waste, thereby maintaining the Task Force's operational readiness in carrying out its peacekeeping mission (Ekström, 2026).

OVERVIEW OF EFFECTIVENESS

` Effectiveness theory is used to assess the extent to which logistical support is able to achieve established objectives through process alignment and the attainment of results (Skoglund, 2012). Schein identifies an organization's ability to adapt to change, maintain operational continuity, generate tangible benefits, and prepare for future challenges as key aspects of organizational effectiveness. In the context of the UNIFIL Konga XXV MPU Task Force, this theory is used to analyze logistical support based on the appropriateness of procedures, the ability to meet operational needs, tangible benefits for the unit, and the ability to anticipate the needs and dynamics of the mission environment, thereby determining the level of logistical support in maintaining the Task Force's operational readiness (Reis, 2021).

OVERVIEW OF OPERATIONAL READINESS

The theory of operational readiness describes the level of a military unit's ability to carry out tasks in accordance with operational requirements, which includes the readiness of personnel, equipment, training, and morale and mental condition (Acero et al., 2020). This readiness is dynamic in nature because it must adapt to evolving threats, technology, and mission requirements, thus necessitating continuous maintenance and improvement (Mystrioti & Papassiopi, 2024). In the context of the UNIFIL Konga XXV MPU Task Force, operational readiness serves as a critical indicator to ensure the unit can fulfill its peacekeeping mandate in Lebanon.

Operational readiness also encompasses four main dimensions: personnel readiness, training, logistics, and command. Logistical readiness plays a strategic role because it ensures the availability of goods, equipment, and supplies needed during the deployment (Jałowiec & Spychalski, 2025). Therefore, the analysis of logistical support in this study focuses on the capabilities related to needs planning, distribution, inventory management, and the transportation of supplies to maintain the operational readiness of the UNIFIL Konga XXV MPU Task Force in the mission area.

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METHODOLOGY

This study employs a descriptive qualitative approach with a phenomenological design to gain an in-depth understanding of the logistics support strategies of the UNIFIL Konga XXV MPU Task Force in maintaining operational readiness in Lebanon. The research was conducted at the TNI PMPP in Sentul, Bogor, over a six-month period from February to July 2026. Research subjects were selected through purposive sampling, including officials and personnel with expertise in logistics management at the TNI PMPP as well as Logistics Section Officers of the UNIFIL Konga XXV MPU Task Force (Creswell & Poth, 2016).

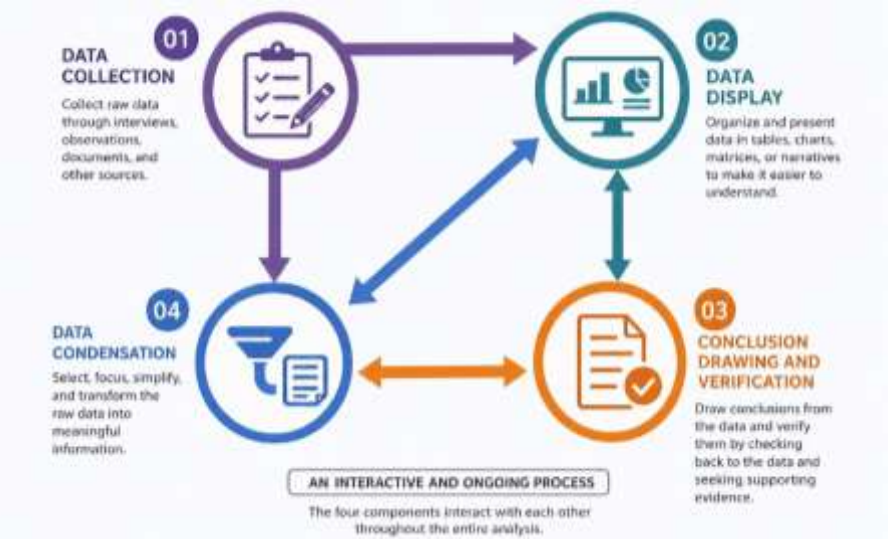


Figure 2. Interactive Data Analysis Model

(Miles, M., Huberman, A., & Saldana, 2014)

Data collection was conducted through in-depth interviews, observations, and documentation to obtain comprehensive information regarding the processes, challenges, and implementation of logistical support (Creswell, 2016). Interviews were used to explore the informants' experiences and perspectives; observations were used to obtain an empirical picture of logistical conditions and processes; and documentation was used to supplement and verify primary data through reports, archives, and related documents. Data validity was assessed through source and technique triangulation, by comparing information from various informants and data collection methods to strengthen the credibility of the findings (Creswell et al., 2007).

Data analysis was conducted interactively through the stages of data reduction, data presentation, and the drawing and verification of conclusions, by identifying themes and patterns related to logistical support and operational readiness (Miles, M., Huberman, A., & Saldana, 2014).

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Subsequently, the findings were analyzed using a SWOT analysis to identify strengths, weaknesses, opportunities, and threats within the logistics support system. The results of this analysis were used as the basis for formulating alternative strategies to enhance the operational readiness of the UNIFIL Konga XXV MPU Task Force in Lebanon.

RESULT

The protracted conflict between Lebanon and Israel since the 1970s prompted the United Nations (UN) to establish the United Nations Interim Force in Lebanon (UNIFIL) through Resolutions 425 and 426 of 1978 to maintain peace, support Lebanon's sovereignty, and assist in the restoration of government authority in southern Lebanon. The conflict escalated again, including the 2006 war between Israel and Hezbollah, which subsequently prompted the UN Security Council to issue Resolution 1701 in 2006 and increase UNIFIL's strength to a maximum of 15,000 personnel. UNIFIL's mandate includes monitoring the cessation of hostilities, assisting the Lebanese Armed Forces (LAF), coordinating with the governments of Lebanon and Israel, providing humanitarian aid, and securing the region and its borders. Indonesia has contributed to UNIFIL since 2006 pursuant to Presidential Decree No. 15 of 2006 through the deployment of the Garuda Contingent (Konga) (Mirajiah & Ningsih, 2026). These deployments take place on a rotational basis, with each rotation lasting approximately six months to one year, beginning with Konga XXIII-A and continuing through to the current contingent, Konga XXV-Q, as part of Indonesia's commitment to supporting the UN peacekeeping mission in Lebanon (Chang & Wang, 2013; Suparman et al., 2026).

The Konga XXV Military Police Unit (MPU) Task Force is part of the Indonesian Garuda Contingent in the UNIFIL mission, which aims to support the maintenance of peace and security in Lebanon. The MPU Task Force has specific functions in enforcing personnel discipline, regulating and investigating military traffic, escorting personnel and equipment, securing official UN activities, and carrying out other security duties in accordance with UNIFIL regulations. In carrying out its duties, the Task Force is led by a Task Force Commander and supported by staff elements, including the Logistics Section (S-4), which is responsible for providing logistical support (Mirajiah & Ningsih, 2026). This support is carried out in a tiered manner through the TNI Headquarters, the TNI PMPP, down to the Task Force in the area of operations, with the TNI PMPP (through the Directorate of Logistics Planning and Management or "Ditbinminlog") playing a role in the planning, procurement, distribution, inventory management, and evaluation of logistical support for the contingent (Suparman et al., 2026).

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Figure 3. Logistics cycle

The provision of logistical support for the MPU Konga XXV Task Force encompasses the cycle of needs planning, fulfillment and distribution, management and maintenance of materiel, and readiness evaluation. Planning takes into account organizational needs, mission characteristics, conditions in the area of operations, as well as Force Requirements and the Memorandum of Understanding (MoU) with the UN (Oktreza et al., 2024). Materials that have been distributed are subsequently managed and maintained by the Task Force, while any damage or shortages are reported back to headquarters as the basis for follow-up support. Evaluations are conducted, among other things, through Contingent-Owned Equipment (COE) Inspections to assess the condition and compliance of equipment with UN standards (Asmoro et al., 2024). Thus, logistical support forms a continuous cycle linking planning, procurement, use, maintenance, and evaluation to maintain the operational readiness of the MPU Konga XXV Task Force while carrying out its peacekeeping mission in Lebanon (Suparman et al., 2026).

ORGANIZATIONAL AND PERSONNEL EFFECTIVENESS IN LOGISTICAL SUPPORT FOR THE MPU KONGA XXV TASK FORCE

The effectiveness of logistical support for the MPU Konga XXV Task Force has not yet been fully optimized due to lengthy bureaucratic processes, budget constraints, uneven distribution, and the incomplete disposal and repatriation of equipment. In addition, there is a competency gap among personnel, particularly within the home base unit, which lacks experience in

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peacekeeping missions and UN logistics training, potentially leading to errors in identifying needs and mismatches in equipment specifications (Ekström, 2026). These conditions are reflected in delays in meeting needs, the accumulation of low-priority spare parts, and the presence of equipment that is incompatible with the Task Force's vehicles. Nevertheless, Task Force personnel demonstrated adaptability through proactive outreach and local procurement strategies to address delays in formal support. Based perspective on effectiveness, these conditions indicate that the "Three Rights" principles (specifically, right time, right target, and right materials) have not been optimally fulfilled (Pham et al., 2024). Therefore, it is necessary to strengthen personnel competencies, improve cross-organizational coordination, and integrate the logistics cycle through more unified mechanisms to ensure support is provided in a timely manner and aligns with operational needs, specifications, and priorities (Juan et al., 2022).

LOGISTICS SUPPORT STRATEGY TO ENSURE THE OPERATIONAL READINESS OF THE MPU KONGA XXV TASK FORCE

Organizational effectiveness and personnel competence directly affect the material readiness of the MPU Konga XXV Task Force, as lengthy procurement bureaucracy, competency gaps, and aging equipment have caused a number of items to be in an "Unserviceable" condition, thereby reducing the readiness level below the 90% standard. Therefore, logistical support must be directed toward a more preventive and proactive system through monitoring the age and damage history of equipment, the availability of spare parts, and operational needs so that repairs can be carried out more quickly, maintaining serviceable condition, ensuring operational readiness, and minimizing the risk of financial loss (Islam et al., 2013). The strategy is as follows:

Table 1. Strategies for Improving the Effectiveness of Logistical Support for the UNIFIL Konga XXV-Q MPU Task Force

1. Optimization of Regional Support (Local Procurement)
Used to meet critical and urgent needs in mission areas while adhering to the limits of authority, control, and accountability as stipulated.
2. Digital Transformation through the "One-Click" System
Integrates Task Forces, the TNI PMPP, and TNI Headquarters through real-time monitoring of equipment conditions, damage, spare parts inventory, and the logistics fulfillment process.
3. Bureaucratic Reform through a "One-Stop" Approach
Simplifies the procurement chain by strengthening the authority of TNI PMPP logistics staff

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to manage the entire logistics cycle, thereby shortening coordination times and accelerating responses to critical needs.
4. Enhancing Personnel Competency through UNILOG
Enhancing personnel competencies through UN Mission Logistics and GPOI training to ensure a uniform understanding of UN logistics procedures, the COE Manual, technical specifications, and reimbursement mechanisms.
5. Major Technical Repairs (Level IV)
Dispatching expert teams to mission areas to address major damage and assess equipment that has reached the end of its economic life or is deemed "beyond economic repair" for immediate follow-up.

DISCUSSION

The research findings indicate that the logistical support provided by the UNIFIL Konga XXV-Q MPU Task Force already has a structure, mechanisms, and division of tasks that support the conduct of operations, involving the TNI PMPP, logistics elements of TNI Headquarters, procurement, and the Task Force's Logistics Section. However, its effectiveness is not yet optimal because there are still challenges regarding timeliness, accuracy in meeting needs, distribution, and the continuity of the logistics cycle. The lead time for fulfilling requirements, which can reach 6–8 months, indicates that the support mechanisms are not yet fully responsive to dynamic operational needs; therefore, logistical effectiveness must be measured based on the ability to provide materiel that is appropriate in type, quantity, specifications, timing, and condition ready for use (Ekström, 2026).

The main factors affecting the effectiveness of support are the condition of equipment, organizational mechanisms, and personnel competence. Equipment that is 15–17 years old increases the frequency of breakdowns, the need for spare parts, and maintenance costs, while equipment such as water treatment plants, generators, and laser speed guns is in an "Unserviceable" or "Beyond Economical Repair" condition (Serrano et al., 2023). On the organizational side, lengthy bureaucratic chains and an uneven distribution of spare parts mean that critical needs are not always met in a timely manner, while gaps in personnel competency regarding UN Mission Logistics and Contingent-Owned Equipment (COE) regulations have the potential to cause discrepancies in procurement specifications. These conditions highlight the need to implement life cycle management and strengthen personnel competencies so that the logistics cycle operates in a more responsive and integrated manner (van Fenema & van Kampen,

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2021).

Despite facing various limitations, the Task Force has been able to maintain mission execution through coordination, local procurement, and the adaptability of personnel in the field. However, these adaptive strategies are best viewed as mitigation mechanisms rather than substitutes for a formal support system. Overall, the logistics support issues are systemic in nature (specifically, the interplay between aging equipment, bureaucratic and procurement delays, competency limitations, and distribution inaccuracies) which prolong "Unserviceable" conditions and have the potential to reduce operational readiness as well as negatively impact COE inspection results and reimbursement (Pliekhova, 2024). Therefore, logistics support strategies must be directed toward a system that is faster, more accurate, proactive, and based on life cycle management to ensure the Task Force's operational readiness.

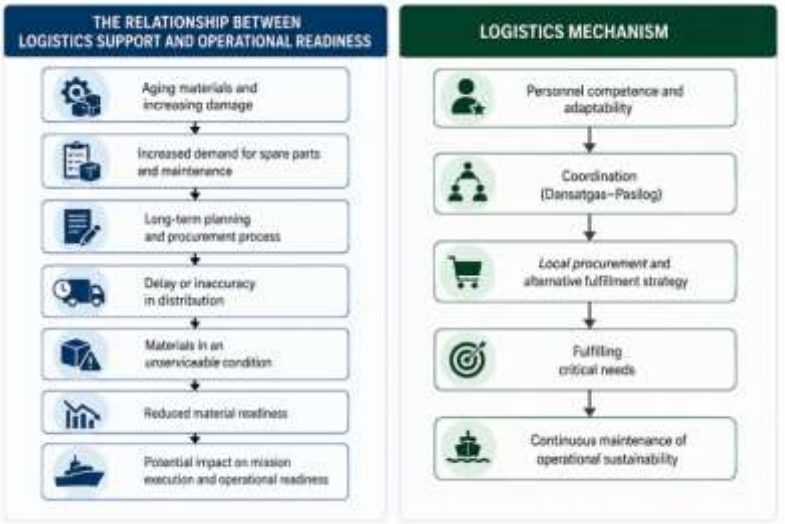


Figure 4. Process diagram: Relationship between Logistical Support and Operational Readiness (left) and Logistical Mechanisms (right)

Based on the research findings, the logistical support provided by the UNIFIL Konga XXV-Q MPU Task Force has been sufficient to support the execution of its duties, but has not yet been fully optimized. Key issues include a mismatch between needs and received equipment, delays in procurement and distribution, a shortage of spare parts, aging equipment, and gaps in personnel understanding of UN Mission Logistics mechanisms and COE standards. Nevertheless, personnel's ability to adapt through coordination, local procurement, and meeting needs through alternative means has mitigated the impact of support limitations on operational readiness (Ekström & Skoglund, 2026).

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Figure 5. Concept for Improving Logistics Support

Improving the effectiveness of logistical support requires a comprehensive approach through enhancing personnel competencies, developing an integrated logistics information system, streamlining procurement processes, ensuring flexibility in meeting urgent needs, implementing life cycle management, strengthening maintenance and repairs, optimizing spare parts distribution, and expediting disposal and repatriation (Acero et al., 2020). All of these processes must be supported by monitoring and evaluation based on measurable indicators, such as time to meet requirements, serviceability rate, duration of unserviceability, distribution accuracy, and the status of equipment disposal (Islam et al., 2013).

Thus, the logistics support strategy must be transformed from a reactive approach to a responsive and anticipatory one by utilizing data on equipment age, damage history, usage patterns, spare parts inventory, and COE inspection results as the basis for planning. An integrated, data-driven, timely, and targeted logistics system will reduce reliance on ad hoc measures, keep equipment serviceable throughout the mission period, enhance the Task Force's operational readiness, and support compliance with UN standards and the successful execution of the UNIFIL mission.

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CONCLUSION

Based on the research findings, the logistical support provided by the UNIFIL Konga XXV-Q MPU Task Force has generally been sufficient to support the execution of its duties, but has not yet been fully optimal. The effectiveness of this support is affected by relatively outdated equipment, increased maintenance and spare parts requirements, lengthy planning and procurement processes, distribution inaccuracies, personnel's limited understanding of UN Mission Logistics and COE standards, as well as suboptimal disposal and repatriation processes. Nevertheless, the personnel's adaptability, through coordination between the Task Force Commander and the Logistics Officer, local procurement, and alternative means of meeting needs has ensured the Task Force's operational sustainability. Thus, enhancing personnel competence, improving planning accuracy, accelerating procurement, implementing priority-based distribution, and ensuring responsive maintenance and management of equipment are key factors in improving equipment readiness, the Task Force's operational readiness, and compliance with COE standards in the execution of the UNIFIL mission.

FUTURE DIRECTIONS

Moving forward, the logistical support provided by the MPU Konga XXV-Q Task Force should be directed toward a logistics system that is more responsive, proactive, integrated, and based on the life cycle of materiel. This can be achieved by enhancing personnel competencies in UN Mission Logistics and Center of Excellence (COE) standards; streamlining planning and procurement processes; implementing distribution based on priorities and actual conditions; strengthening materiel maintenance and renewal; and optimizing monitoring and evaluation. In addition, the management of disposal and repatriation needs to be improved so that the entire logistics cycle runs comprehensively. This forward-looking approach is expected to shift the support model from reactive to predictive and preventive by utilizing data on equipment age, damage history, spare parts requirements, and deployment experience as the basis for planning, thereby ensuring that equipment readiness, the Task Force's operational readiness, and compliance with COE standards can be sustained over the long term.

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