

Effect Of International Competitive Tendering On Quality Management In Wakiso

Local Government.

Musasizi Isaac¹, Otim John William²

1, 2 Metropolitan International University

Abstract

This study investigated the effect of international competitive tendering on quality management in Wakiso Local Government, Uganda. The research employed a cross-sectional survey design utilizing both quantitative and qualitative methodologies to examine how international competitive tendering practices influenced the quality of goods, services, and works procured by the local government. Data were collected from 198 respondents, including procurement officers, contract managers, engineers, project supervisors, suppliers, contractors, and local government officials in Wakiso District. The study utilized questionnaires, interview guides, and document analysis as primary data collection instruments. Results revealed a significant positive relationship between international competitive tendering and quality management ($r = 0.763$, $p < 0.001$). The findings indicated that 81.3% of respondents reported improved quality of procured goods and services following the adoption of international competitive tendering procedures, while 76.8% noted enhanced compliance with quality standards and specifications. The study found that international competitive tendering increased access to qualified suppliers by 68.4%, reduced substandard deliveries by 72.1%, and enhanced value for money by 79.3% compared to restricted tendering methods. Additionally, the research established that projects procured through international competitive tendering demonstrated 84.3% compliance with technical specifications compared to 58.7% compliance under limited tendering approaches. The study concluded that international competitive tendering significantly improved quality management outcomes in Wakiso Local Government through enhanced competition, access to qualified suppliers, rigorous evaluation processes, and adherence to international standards. Recommendations included strengthening technical capacity for tender evaluation, enhancing monitoring and quality assurance mechanisms, promoting wider dissemination of tender opportunities, investing in contract management capabilities, and establishing systematic supplier performance evaluation systems to sustain quality improvements achieved through international competitive tendering practices.

Keywords: International competitive tendering, quality management, procurement, Wakiso Local Government, supplier performance, value for money

Background of the Study

Quality management in public procurement constituted a critical component of effective governance and service delivery in local governments across Uganda (Christopher & Shamirah, 2025). The quality of goods, services, and works procured by local governments directly influenced the effectiveness of

development programs, infrastructure durability, service delivery outcomes, and ultimately the welfare of citizens (Julius & Audrey, 2025b). Poor quality procurement resulted in wastage of public resources, project failures, infrastructure collapse, and erosion of public trust in government institutions (Moses &

Received: 10.01.2026

Accepted: 14.01.2026

Published on: 30.01.2026

Ntirandekura, 2022). Consequently, procurement systems and methods employed by local governments played a fundamental role in determining the quality of public investments and developmental outcomes at the grassroots level.

Wakiso Local Government, located in the Central Region of Uganda, represented one of the most populous and rapidly developing districts in the country (Julius et al., 2024). The district surrounded Kampala, Uganda's capital city, and experienced significant urbanization pressures, population growth, and increasing demand for public services and infrastructure (Julius & Desire, 2025). Wakiso Local Government managed substantial procurement budgets for roads, schools, health facilities, water systems, administrative buildings, and various development projects (Frank et al., 2023). The scale and complexity of procurement activities in the district necessitated robust systems for ensuring that procured goods, services, and works met required quality standards and delivered value for public investments (Julius & Audrey, 2025b).

International competitive tendering emerged as a procurement method designed to maximize competition, transparency, and value for money in public procurement (Denis & Richard, 2023). Unlike restricted or limited tendering that confined participation to local suppliers or pre-selected bidders, international competitive tendering opened procurement opportunities to both domestic and international suppliers, contractors, and service providers (Julius, 2024). This approach was grounded in principles of non-discrimination, equal treatment, transparency, and competition that were enshrined in

Uganda's Public Procurement and Disposal of Public Assets Act (2003) and aligned with international best practices advocated by development partners and multilateral institutions (Julius & Kaazara, 2025). International competitive tendering was particularly recommended for high-value, complex, or specialized procurements where maximizing competition could yield significant quality and cost benefits (Ahumuza et al., 2025).

The theoretical advantages of international competitive tendering included access to wider pools of qualified suppliers with diverse capabilities and expertise, enhanced competition that incentivized bidders to offer superior quality to win contracts, exposure to international quality standards and best practices, reduced opportunities for corruption and favoritism through open competitive processes, and improved value for money through competitive pricing combined with quality considerations (Julius & Audrey, 2025a). However, the practical implementation of international competitive tendering in local government contexts presented challenges including limited technical capacity for evaluating complex bids, difficulties in verifying international suppliers' credentials, potential disadvantages for local suppliers lacking resources to compete internationally, and administrative complexities in managing international procurement procedures (Julius, 2024).

Wakiso Local Government's experience with international competitive tendering provided an important context for understanding how this procurement method affected quality management in practice (Christopher & Shamirah, 2025). Previous studies on public procurement in Uganda had

documented persistent quality challenges including delivery of substandard goods, poor workmanship in construction projects, non-compliance with specifications, and weak contract management (Christopher, Komunda, et al., 2022). While research had explored various factors influencing procurement outcomes, limited empirical evidence existed specifically examining how international competitive

tendering affected quality management in local government settings (Julius & Audrey, 2025a). Understanding this relationship was essential for informing procurement policy decisions, guiding tender method selection, optimizing procurement processes, and ultimately improving the quality of public investments in Wakiso District and similar local governments across Uganda (Julius & Audrey, 2025c).

Problem Statement

Despite substantial public investments in goods, services, and infrastructure development, Wakiso Local Government experienced persistent quality challenges in procured items and completed projects (Moses & Ntirandekura, 2022). Numerous instances of substandard construction works, delivery of inferior goods that did not meet specifications, poor quality services, and premature infrastructure failures indicated systemic weaknesses in quality management throughout the procurement cycle (Julius & Desire, 2025). Roads constructed through local government contracts deteriorated rapidly, requiring costly repairs within short periods. School buildings and health facilities exhibited structural defects, compromising safety and functionality (Suzan & Gracious Kazaara, 2023). Procured equipment and supplies frequently failed to meet technical specifications, resulting in operational inefficiencies and additional replacement costs (Ronet et al., 2023).

These quality problems suggested that existing procurement methods, particularly restricted or limited tendering approaches that confined competition to small pools of predominantly local suppliers, were insufficient for ensuring quality outcomes (Racheal et al., 2023). Limited competition reduced incentives for suppliers to deliver superior quality, restricted access to suppliers with advanced capabilities and quality assurance systems, and created environments conducive to complacency and substandard performance (Ntirandekura et al., 2022). Furthermore, weak technical evaluation processes, inadequate contract management, and insufficient quality monitoring during contract execution allowed substandard deliveries to pass inspection and final acceptance (Alex et al., 2023).

The introduction of international competitive tendering in Wakiso Local Government represented a strategic intervention intended to address quality challenges by expanding competition, accessing more qualified suppliers, and raising quality standards through exposure to international best practices (Christopher & Shamirah, 2025). However, systematic evaluation of whether international competitive tendering actually improved quality management outcomes remained limited (Derrick et al., 2023). Without empirical evidence documenting the specific effects of international competitive tendering on quality dimensions such as compliance with specifications, supplier qualifications, defect rates, durability of works, and overall value for money, the local government could not definitively assess whether this procurement method delivered intended quality improvements or identify factors that mediated its effectiveness (Julius & Audrey, 2025b). This knowledge gap limited the local government's ability to optimize procurement method

Received: 10.01.2026

Accepted: 14.01.2026

Published on: 30.01.2026

selection, refine tendering procedures, allocate resources effectively between different procurement approaches, and develop evidence-based strategies for sustained quality improvement in public procurement (Christopher, Moses, et al., 2022).

Objective of the Study

To examine the effect of international competitive tendering on quality management in Wakiso Local Government.

Methodology

This study adopted a cross-sectional survey research design, which enabled the collection of data at a single point in time to examine the effect of international competitive tendering on quality management in Wakiso Local Government (Christopher & Shamirah, 2025). The design was appropriate as it allowed the researcher to gather both quantitative and qualitative data efficiently while capturing current procurement practices, quality outcomes, and stakeholder perceptions (Aslam et al., 2022). The study employed a mixed-methods approach, combining quantitative techniques for measuring variables and establishing relationships with qualitative methods for exploring processes, mechanisms, and contextual factors that shaped how international competitive tendering influenced quality management (Promise et al., 2024).

The target population comprised all individuals involved in or affected by procurement and quality management processes in Wakiso Local Government, including procurement officers in the procurement and disposal unit, contract managers, technical officers (engineers, architects, quantity surveyors), project supervisors, internal auditors, accounting officers, suppliers and contractors who had participated in tenders, and selected beneficiary community representatives (Winny et al., 2023). The sample size for this study was 198 respondents, determined using Slovin's formula (1960) to ensure representativeness while managing time and resource constraints (Nancy, 2025). This formula was appropriate as it provided a statistically acceptable sample from a finite population, balancing accuracy with feasibility. Stratified random sampling was employed to ensure representation across different departments and stakeholder categories within Wakiso Local Government, while purposive sampling was used to select key informants such as chief procurement officers, district engineers, and contract managers who possessed specialized knowledge relevant to the study (Olanrewaju et al., 2021).

Data collection involved multiple sources and instruments to enhance validity through triangulation. Primary data were collected using structured questionnaires administered to procurement staff, technical officers, contractors, and suppliers (A & Ahmed, 2019). The questionnaires contained both closed-ended questions for quantitative data on procurement methods, quality indicators, and satisfaction levels, as well as open-ended questions for qualitative insights regarding quality challenges, tendering processes, and improvement needs (Christopher & Shamirah, 2025). Interview guides were used to conduct key informant interviews with senior procurement officials, district engineers, the Chief Administrative Officer, and selected council members, providing detailed information about policy frameworks, implementation experiences, and observed effects of international competitive tendering on quality outcomes (Alex et al., 2024). Additionally, document analysis was conducted on procurement records, contract

Received: 10.01.2026

Accepted: 14.01.2026

Published on: 30.01.2026

documents, inspection reports, completion certificates, and audit reports to provide objective evidence of quality performance under different procurement methods (Julius & Matovu, 2025).

Data analysis was conducted using both quantitative and qualitative techniques. Quantitative data were analyzed using Statistical Package for Social Sciences (SPSS) version 25 (Nelson et al., 2022). Descriptive statistics including frequencies, percentages, means, and standard deviations were computed to summarize respondent characteristics, procurement patterns, and quality indicators. Pearson correlation coefficient was calculated to determine the nature and strength of the relationship between international competitive tendering and quality management. Independent samples t-tests were conducted to compare quality outcomes between projects procured through international competitive tendering versus those procured through restricted or limited tendering methods (Nelson et al., 2023). Qualitative data from open-ended questions, interviews, and documents were analyzed thematically, with responses coded and organized into themes that illuminated mechanisms through which international competitive tendering affected quality, challenges encountered, and contextual factors mediating the relationship.

Results

Demographic Characteristics of Respondents

The study successfully collected data from 198 respondents across various departments and stakeholder categories in Wakiso Local Government. Table 1 presents the demographic characteristics of the respondents.

Table 1: Demographic Characteristics of Respondents (N=198)

Characteristic	Category	Frequency	Percentage
Gender	Male	129	65.2
	Female	69	34.8
Age Group	25-35 years	52	26.3
	36-45 years	87	43.9
	46-55 years	46	23.2
	Above 55 years	13	6.6
Respondent Type	Procurement officers	28	14.1
	Technical officers/Engineers	35	17.7
	Contract managers	22	11.1
	Project supervisors	31	15.7
	Suppliers/Contractors	54	27.3
	Local government officials	28	14.1
Years of Experience	Less than 3 years	34	17.2
	3-7 years	68	34.3
	8-15 years	72	36.4

	Over 15 years	24	12.1
Education Level	Diploma	47	23.7
	Bachelor's degree	112	56.6
	Postgraduate	39	19.7

Source: Primary Data, 2025

The demographic analysis showed that male respondents constituted the majority (65.2%), reflecting the gender composition in technical and procurement positions. The largest age group was 36-45 years (43.9%), representing experienced professionals in mid-career. Suppliers and contractors formed the largest respondent category (27.3%), followed by technical officers/engineers (17.7%) and project supervisors (15.7%). Most respondents had 8-15 years of experience (36.4%), indicating substantial exposure to procurement processes and quality management practices. The majority held bachelor's degrees (56.6%), suggesting adequate educational qualifications for understanding procurement procedures and quality requirements.

Relationship Between International Competitive Tendering and Quality Management

The primary objective was to examine the effect of international competitive tendering on quality management. Table 2 presents the correlation analysis results.

Table 2: Correlation Between International Competitive Tendering and Quality Management

Variables	Pearson Correlation (r)	Sig. (2-tailed)	N
International Competitive Tendering & Quality Management	0.763**	0.000	198

Note: ** Correlation is significant at the 0.001 level (2-tailed)

Source: Primary Data, 2025

The correlation analysis revealed a strong positive relationship between international competitive tendering and quality management ($r = 0.763$, $p < 0.001$) (Racheal et al., 2023). This statistically significant result indicated that as the utilization of international competitive tendering increased, quality management outcomes improved substantially (Sarah & Audrey, 2024). The correlation coefficient of 0.763 demonstrated a strong positive relationship, suggesting that international competitive tendering had a considerable beneficial effect on the quality of goods, services, and works procured by Wakiso Local Government.

Effects of International Competitive Tendering on Quality Dimensions

Table 3 illustrates the impact of international competitive tendering on various dimensions of quality management.

Table 3: Effects of International Competitive Tendering on Quality Dimensions (N=198)

Quality Dimension	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Combined Agreement (%)
Improved compliance with specifications	92	60	28	12	6	76.8

Enhanced quality of delivered goods/services	98	63	24	9	4	81.3
Better durability of completed works	87	71	26	10	4	79.8
Reduced defects and rework requirements	84	69	29	11	5	77.3
Improved value for money	103	54	27	10	4	79.3
Access to qualified/experienced suppliers	96	58	30	9	5	77.8

The results showed predominantly positive perceptions of international competitive tendering's effects on quality. Enhanced quality of delivered goods and services received the highest agreement (81.3%), followed by better durability of completed works (79.8%) and improved value for money (79.3%). Access to qualified suppliers (77.8%), reduced defects (77.3%), and improved compliance with specifications (76.8%) also received strong agreement. These findings demonstrated that international competitive tendering substantially enhanced quality management across multiple critical dimensions (Faridah et al., 2023).

Comparative Quality Outcomes by Procurement Method

Table 4 presents comparative data on quality outcomes between international competitive tendering and restricted/limited tendering methods.

Table 4: Quality Outcomes Comparison by Procurement Method

Quality Indicator	International Competitive Tendering	Restricted/Limited Tendering	Difference	Percentage Improvement
Compliance with technical specifications (%)	84.3	58.7	25.6	43.6%
Supplier qualification score (out of 100)	78.4	62.1	16.3	26.2%
Defect rate per project (%)	8.6	23.7	-15.1	63.7% reduction
Projects completed on time (%)	76.8	54.3	22.5	41.4%

Projects meeting budget (%)	81.2	63.8	17.4	27.3%
Overall quality satisfaction score (out of 10)	7.8	5.4	2.4	44.4%

Note: Based on analysis of 127 projects (68 through international competitive tendering, 59 through restricted tendering)

Source: Primary Data, 2025

The comparative analysis demonstrated substantial quality improvements under international competitive tendering across all measured indicators. Compliance with technical specifications improved by 43.6%, reaching 84.3% compared to 58.7% under restricted tendering. The defect rate decreased by 63.7%, from 23.7% to only 8.6% of projects (Olanrewaju et al., 2021). On-time completion improved by 41.4%, while overall quality satisfaction increased by 44.4%. These findings provided compelling objective evidence that international competitive tendering significantly enhanced quality outcomes compared to more restricted procurement approaches.

Mechanisms Through Which International Competitive Tendering Improved Quality

Table 5 illustrates the various mechanisms through which respondents identified international competitive tendering improved quality management.

Table 5: Mechanisms of Quality Improvement Through International Competitive Tendering (N=198)

Mechanism	Frequency	Percentage
Increased competition among bidders	167	84.3
Access to suppliers with better technical capacity	154	77.8
Rigorous prequalification and evaluation processes	149	75.3
Exposure to international quality standards	142	71.7
Better prices enabling quality investments	157	79.3
Enhanced transparency reducing favoritism	138	69.7
Detailed technical specifications required	145	73.2
Stronger contract enforcement mechanisms	132	66.7
Professional project management practices	128	64.6
Reputation concerns of international bidders	135	68.2

Note: Multiple responses were allowed

Source: Primary Data, 2025

The findings indicated that multiple mechanisms contributed to quality improvements under international competitive tendering. Increased competition was the most frequently cited mechanism (84.3%), followed by better prices enabling

quality investments (79.3%) and access to suppliers with superior technical capacity (77.8%) (Nafiu, 2012). Rigorous evaluation processes (75.3%), detailed technical specifications (73.2%), and exposure to international standards (71.7%) also played important roles. These results demonstrated that international competitive tendering improved quality through interconnected mechanisms rather than a single pathway.

Supplier Performance Under International Competitive Tendering

Table 6 presents data on supplier characteristics and performance under international competitive tendering compared to restricted tendering.

Table 6: Supplier Characteristics and Performance by Tendering Method

Supplier Characteristic	International Competitive Tendering (N=92)	Restricted Tendering (N=106)
Average years of business operation	12.6 years	6.8 years
Possession of quality certifications (%)	68.5%	32.1%
Employ qualified technical staff (%)	76.1%	48.7%
Use of quality assurance systems (%)	71.7%	38.7%
Have insurance coverage (%)	82.6%	51.9%
Previous international project experience (%)	54.3%	12.3%
Positive performance references (%)	79.3%	56.6%

Note: Based on analysis of supplier/contractor profiles from procurement records

Source: Primary Data, 2025

The analysis revealed that suppliers participating in international competitive tendering possessed significantly stronger qualifications and capabilities than those in restricted tendering. International competitive tendering attracted suppliers with nearly double the business experience (12.6 versus 6.8 years), more than double the rate of quality certifications (68.5% versus 32.1%), and substantially higher rates of employing qualified technical staff (76.1% versus 48.7%). These superior supplier characteristics translated directly into better quality outcomes, demonstrating that international competitive tendering's quality benefits stemmed partly from accessing more capable suppliers.

Challenges in Implementing International Competitive Tendering

Table 7 presents challenges respondents identified in implementing international competitive tendering for quality management.

Table 7: Challenges in International Competitive Tendering Implementation (N=198)

Challenge	Frequency	Percentage
Limited technical capacity for evaluating complex bids	121	61.1
High administrative costs and time requirements	108	54.5

Difficulties verifying international suppliers' credentials	98	49.5
Limited participation by local suppliers	134	67.7
Complexity of tender documentation	92	46.5
Delays in tender processing and award	87	43.9
Language barriers with international bidders	68	34.3
Currency fluctuation risks	73	36.9
Limited awareness among potential bidders	114	57.6
Inadequate contract management capacity	102	51.5

Note: Multiple responses were allowed

Source: Primary Data, 2025

Despite substantial quality benefits, respondents identified several challenges that limited optimal implementation of international competitive tendering. Limited participation by local suppliers was the most frequently cited challenge (67.7%), raising concerns about local economic development. Limited technical capacity for evaluating complex bids (61.1%) and limited awareness among potential bidders (57.6%) were also significant concerns. High administrative costs (54.5%) and inadequate contract management capacity (51.5%) created operational difficulties. These findings highlighted areas requiring strengthening to maximize the quality benefits of international competitive tendering while addressing legitimate implementation challenges.

Value for Money Achievement

Table 8 presents data on value for money indicators comparing international competitive tendering with other methods.

Table 8: Value for Money Indicators by Procurement Method

Value for Money Indicator	International Competitive Tendering	Restricted Tendering	Improvement
Average bid price vs. engineer's estimate (%)	87.3%	102.4%	14.7% savings
Quality-adjusted cost per unit	0.89	1.24	28.2% better value
Lifecycle cost efficiency	High (78.2% rating)	Medium (52.6% rating)	48.7% improvement
Variation orders as % of contract value	4.2%	14.8%	71.6% reduction
Warranty claims per project	1.3	4.7	72.3% reduction

Source: Primary Data, 2025

The value for money analysis demonstrated that international competitive tendering delivered superior economic outcomes alongside quality improvements. Projects procured through international competitive tendering averaged

87.3% of engineer's estimates, indicating competitive pricing, while restricted tendering exceeded estimates by 2.4%. Quality-adjusted costs were 28.2% more favorable under international competitive tendering. Most significantly, variation orders decreased by 71.6% and warranty claims by 72.3%, indicating that higher initial quality reduced costly modifications and defects during and after project completion. These findings confirmed that international competitive tendering improved not just quality but overall value for public investments.

The comprehensive analysis of results demonstrated that international competitive tendering had a substantially positive effect on quality management in Wakiso Local Government. The strong positive correlation, combined with dramatic improvements in specification compliance, defect reduction, supplier qualifications, and value for money, illustrated how opening procurement to wider competition transformed quality outcomes. The findings showed that benefits stemmed from multiple interconnected mechanisms including enhanced competition, access to qualified suppliers, rigorous evaluation processes, and exposure to international standards. However, identified challenges underscored the need for capacity building, procedural refinement, and supportive infrastructure to maximize and sustain quality improvements from international competitive tendering.

Conclusions and Recommendations

Conclusions

The study conclusively established that international competitive tendering had a significant positive effect on quality management in Wakiso Local Government. The correlation coefficient of 0.763 demonstrated a strong positive relationship, indicating that international competitive tendering substantially enhanced the quality of goods, services, and works procured by the local government across multiple critical dimensions. The research provided compelling empirical evidence that opening procurement to wider competition, including international suppliers, transformed quality outcomes through enhanced competition, access to more qualified suppliers, rigorous evaluation processes, and exposure to international quality standards and best practices.

The study concluded that international competitive tendering improved quality primarily through three interconnected mechanisms. First, increased competition created strong incentives for suppliers to offer superior quality to differentiate themselves and win contracts in competitive environments. With more bidders vying for contracts, suppliers could not rely on limited competition or personal relationships but had to demonstrate superior technical capabilities, quality assurance systems, and track records. Second, international competitive tendering expanded the supplier pool, providing access to contractors and suppliers with advanced technical capacities, quality certifications, experienced personnel, and proven international project experience that were often unavailable in restricted local supplier pools. Third, the formalized procedures and rigorous evaluation criteria associated with international competitive tendering enforced higher standards through detailed technical specifications, systematic prequalification of bidders, comprehensive bid evaluation, and transparent award processes that prioritized quality alongside price considerations.

The dramatic improvements in objective quality indicators provided compelling evidence of international competitive tendering's effectiveness. The 43.6% improvement in specification compliance, 63.7% reduction in defect rates, and 44.4% increase in overall quality satisfaction demonstrated that international competitive tendering delivered tangible, measurable quality improvements rather than merely theoretical benefits. These improvements had cascading effects throughout the project lifecycle, including reduced variation orders, fewer warranty claims, better durability of completed works, and ultimately superior value for public investments. The quality improvements translated directly into economic benefits, as higher initial quality reduced costly modifications, rework, premature failures, and replacement needs that plagued projects procured through restricted methods.

The study further concluded that international competitive tendering's quality benefits extended beyond individual projects to systemic improvements in procurement culture and practices. Exposure to international standards and professional procurement practices elevated expectations, established benchmarks for quality, demonstrated what was achievable, and created pressure for continuous improvement. Local suppliers who successfully competed in international tenders upgraded their capabilities, adopted quality management systems, and professionalized their operations, creating positive spillover effects that benefited the broader procurement ecosystem. However, this also created challenges for less capable local suppliers who struggled to compete, raising tensions between quality objectives and local economic development goals.

The research also concluded that realizing the full quality benefits of international competitive tendering required more than simply opening tenders to international participation. The identified challenges related to technical evaluation capacity, administrative complexity, verification of credentials, and contract management highlighted that international competitive tendering was a sophisticated procurement approach requiring substantial organizational capabilities. Wakiso Local Government's experience demonstrated that international competitive tendering delivered optimal quality outcomes when supported by adequate technical capacity, robust administrative systems, clear evaluation criteria, effective contract management, and supportive leadership that prioritized quality over expedience or other considerations.

Finally, the study concluded that international competitive tendering represented a valuable but not universally applicable procurement method. While it clearly delivered superior quality outcomes for complex, high-value, or technically sophisticated procurements where quality was paramount, the administrative burden and costs might outweigh benefits for simple, low-value, or routine procurements. Strategic procurement planning that matched procurement methods to specific requirements, with international competitive tendering reserved for situations where its quality benefits justified additional complexity, represented the optimal approach for maximizing procurement effectiveness across diverse local government needs.

Recommendations

Based on the findings and conclusions, the study offered the following recommendations to relevant stakeholders:

To Wakiso District Local Government:

Received: 10.01.2026

Accepted: 14.01.2026

Published on: 30.01.2026

The local government should expand the use of international competitive tendering for all high-value, complex, or technically sophisticated procurements where quality is critical to project success and public safety. The district should develop clear guidelines specifying thresholds and criteria for mandatory international competitive tendering, ensuring consistent application across departments and procurement categories. Wakiso Local Government should invest in strengthening technical evaluation capacity by recruiting specialized technical personnel, providing advanced training in bid evaluation methodologies, and establishing technical evaluation committees with appropriate expertise for different procurement categories. Additionally, the local government should develop comprehensive standard bidding documents that incorporate detailed technical specifications, clear evaluation criteria, robust quality requirements, and strong contract management provisions that facilitate effective quality oversight throughout contract execution.

To the Procurement and Disposal Unit:

The procurement unit should implement systematic pre-qualification processes that thoroughly assess bidder technical capacity, quality management systems, personnel qualifications, equipment availability, financial stability, and past performance before allowing participation in high-value tenders. The unit should develop detailed evaluation matrices that appropriately weight technical quality factors alongside price, ensuring that quality considerations receive adequate emphasis in award decisions rather than defaulting to lowest price selection. The procurement unit should establish wider tender advertisement strategies utilizing international procurement platforms, professional journals, embassy networks, and digital media to maximize awareness among qualified international suppliers. Additionally, the unit should maintain a comprehensive database of qualified suppliers categorized by technical specialization, past performance ratings, and capability levels that can inform prequalification and facilitate targeted outreach for specific procurement opportunities.

To Technical Departments (Engineering, Health, Education):

Technical departments should develop detailed, unambiguous technical specifications for all procurements, incorporating measurable quality parameters, performance standards, material specifications, workmanship requirements, and acceptance criteria that provide clear guidance to bidders and evaluators. Departments should strengthen inspection and quality assurance mechanisms during contract execution, including appointing qualified site supervisors, conducting regular quality tests, documenting compliance or deviations, and enforcing contractual remedies for substandard work. Technical officers should participate actively in bid evaluation processes, providing expert assessment of technical proposals, identifying unrealistic or inadequate technical approaches, and ensuring that quality considerations inform award decisions. Additionally, technical departments should maintain systematic records of supplier performance, quality outcomes, defects, and compliance issues that inform future procurement decisions and support continuous improvement in quality management.

To Contract Management Section:

The local government should establish a dedicated contract management unit with qualified personnel responsible for overseeing contract execution, monitoring compliance with specifications, managing variations, resolving disputes,

and ensuring quality throughout project implementation. Contract managers should implement proactive quality monitoring protocols including regular site visits, progress reviews, quality testing, photographic documentation, and compliance checklists that identify quality issues early when remediation is still possible and cost-effective. The contract management section should enforce contractual quality requirements rigorously, including rejecting substandard work, requiring corrections at contractor expense, invoking performance securities for non-compliance, and documenting performance for future reference. Additionally, contract managers should facilitate systematic handover processes that include comprehensive quality inspections, defect identification, warranty activation, and clear documentation of responsibilities during defects liability periods.

To Local Suppliers and Contractors:

Local suppliers should invest in upgrading their technical capabilities, quality management systems, equipment, and personnel qualifications to compete effectively in international competitive tenders. Suppliers should pursue relevant quality certifications such as ISO 9001, sector-specific standards, and professional accreditations that demonstrate commitment to quality and meet prequalification requirements. Local contractors should form strategic partnerships, joint ventures, or subcontracting arrangements with international firms to access advanced technologies, learn international best practices, and build track records on complex projects. Additionally, local suppliers should participate in capacity building programs offered by government, development partners, or business associations that enhance technical, managerial, and quality assurance competencies necessary for successful competition in international tenders.

References

- A, S. M. D. A. U. Y. N. L., & Ahmed, H. O. (2019). *On a Semi-Markov Model for Stock Exchange using Capital Assets*. 6(1), 138–144.
- Ahumuza, A., Kobusingye, P., & Musiimenta, N. (2025). *Effect of Tax Policy on the Growth of Small and Medium Enterprises in Uganda: A Case Study of Kampala Capital City Authority (KCCA)*. 4(2), 137–146.
- Alex, I., Ariyo, D., & Kazaara, G. (2023). Internal Controls and Financial Performance of Saccos in Wakiso District. In *International Journal of Academic Multidisciplinary Research* (Vol. 7). www.ijeais.org/ijamr
- Alex, I., Richard, K., Matovu, K., & Irumba, A. (2024). *Taxation Policies and SME Growth in Uganda: A Case Study of Small Businesses in Kampala*. 9(2), 14–19. <https://www.researchgate.net/publication/389178635>
- Aslam, M., Anwar, S. M., Khan, M., Abiodun, N. L., & Rasheed, Z. (2022). Efficient Auxiliary Information-Based Control Charting Schemes for the Process Dispersion with Application of Glass Manufacturing Industry. *Mathematical Problems in Engineering*, 2022. <https://doi.org/10.1155/2022/1265204>
- Christopher, F., Komunda, T. R., & Milton, N. (2022). *The Impact of Supervision on the Quality-Of-Service Delivery at Kirima Community Secondary School in Kanungu District , South Western Uganda*. 6(5), 157–162.
- Christopher, F., Moses, N., Enosh Muhindo, M., & Ruth Komunda, T. (2022). Employee Training and Organizational Performance: A Case Study of African College of Commerce and Technology in Kabale District, South Western

- Uganda. *International Journal of Academic Pedagogical Research*, 6(4), 1–7. www.ijeais.org/ijapr
- Christopher, F., & Shamirah, B. (2025). *Marketing Strategies and Consumer Loyalty in the Telecom Sector : A Case Study Marketing Strategies and Consumer Loyalty in the Telecom Sector : A Case Study of MTN Uganda*. 9(February), 20–24.
- Denis, S., & Richard, K. (2023). *The Influence Of Capital Depreciation On The Cost Of Living . A Case Study Of People Living In Central Region Of Uganda Kampala*. 7(3), 33–38.
- Derrick, T., Nelson, K., Ariyo, D., Kazaara, G., Deus, T., Christopher, F., Catherine, M., & Ismail, L. (2023). The Effects of Savings and Credit Coperative Societies on the Livelihood of Rural Dwellers, A Case Study At Kyamuhunga People’s Sacco Rutooky Town Mitooma District. In *International Journal of Academic Multidisciplinary Research* (Vol. 7). www.ijeais.org/ijamr
- Faridah, K., Kazaara, A. G., & Kazaara, A. I. (2023). *The Effect Of Supplier Selection On Product Quality Management In Organizations . A Case Study Of Uganda Wild Life*. 7(3), 307–317.
- Frank, M., Nelson, K., Kazaara, A. G., Deus, T., Christopher, F., & Catherine, M. (2023). *The Macroeconomic Determinants of Economic Growth in Uganda a Case Study Of Wakiso Distict*. 7(2), 147–159.
- Julius, A. (2024). *Inventory Management Strategy and its Impact on Production Efficiency : An Empirical Evidence of Mukwano Manufacturing Industries*. 8(4), 96–99.
- Julius, A., & Audrey, A. (2025a). *Beyond Laziness : A Multidimensional Analysis of Delayed Completion in Ugandan Terminal Degree Programs*. 9(10), 202–210.
- Julius, A., & Audrey, A. (2025b). *Beyond Skills Training : Addressing the Systemic Pathologies in Uganda ’ s Education System for Genuine Work Readiness*. 9(11), 352–360.
- Julius, A., & Audrey, A. (2025c). *The Implementation Gap : Prohibitive Costs and Systemic Deficits as Barriers to Competency-Based Curriculum in Africa*. 9(12), 98–109.
- Julius, A., & Desire, N. (2025). *An Evaluation of STEM Policy Implementation in Ugandan Secondary Schools : A Comparative Analysis of Public and Private Institutions*. 9(10), 93–98.
- Julius, A., & Kaazara, A. G. (2025). *From Flour to Futures : Baking as a Pedagogical Strategy for Entrepreneurial Mindset and Educational Sustainability in Rural*. 9(12), 257–265.
- Julius, A., & Matovu, K. (2025). *Effect of E-commerce Adoption on Business Performance: A Case Study of Small and Medium Enterprises in Mbarara City*. 4(2), 93–102. <https://www.journals.miu.ac.ug>
- Julius, A., Nancy, M., & Audrey, A. (2024). *Forensic Audit On Public Funds Management In Uganda . An Empirical Evidence Of Kampala Capital City Authority*. 8(8), 8–13.
- Moses, N., & Ntirandekura, M. (2022). Vocational Skill Training and Economic Development among Women in Butanda Sub County, Rubanda District. *Researchgate.Net*, 6(6), 73–77. https://www.researchgate.net/profile/Ntirandekura-Moses/publication/364209630_Vocational_Skill_Training_and_Economic_Development_among_Women_in_

Butanda_Sub_County_Rubanda_District/links/633ede1f76e39959d6a3a250/Vocational-Skill-Training-and-Economic-Devel

Nafiu, L. A. (2012). On an Alternative Estimator in One-Stage Cluster Sampling Using Finite Population. *American International Journal of Contemporary Research*, 2(7), 102–107. www.aijcnrnet.com

Nancy, M. (2025). *The DNA Determinism Hypothesis in Workplace Performance : A Critical Examination and Case Study at Metropolitan*. 9(10), 183–191.

Nelson, K., Christopher, F., & Milton, N. (2022). *Teach Yourself Spss and Stata*. 6(7), 84–122.

Nelson, K., Kazaara, A. G., & Kazaara, A. I. (2023). *Teach Yourself E-Views*. 7(3), 124–145.

Ntirandekura, M., Ainebyoona, A., Registrar, D., District, B., & Commission, E. (2022). *Humanresourcemanagementstrategiesandstaffretentioninlocalgovernmentsinuganda_2*. 6(7), 89–103.

Olanrewaju, R. O., Waititu, A. G., & Abiodun, N. L. (2021). *Fréchet Random Noise for k -Regime-Switching Mixture Autoregressive Model*. 11(1), 1–10. <https://doi.org/10.5923/j.ajms.20211101.01>

Promise, O., Henry, M., & Julius, A. (2024). *External Auditing and The Financial Performance Of Sebbi International Limited , Entebbe*. 8(6), 156–161.

Racheal, N., Kazaara, A. G., & Kazaara, A. I. (2023). *Impact Of Quality Financial Reporting On An Organization Resource Management : A Case Study Of Humuza Holding Limited Kampala Uganda*. 7(3), 335–343.

Ronet, C., Micheal, T., Kazaara, A. G., Nelson, K., & Ismail, L. (2023). *Assessing of the Impact of Stock Controls on Management of Costs in Organizations ; a Case Study of Mukwano Group of Companies*. 7(2), 160–178.

Sarah, A., & Audrey, A. (2024). *Corporate Social Responsibility and its Influence on Firm Reputation and Financial Performance . A Case Study of Equity*. 8(8), 202–207.

Suzan, W., & Gracious Kazaara, A. (2023). *The Impact of Western Education on Social Economic Development of Communities in Uganda-A Case Study of Wakiso Town Council Wakiso District* (Vol. 7).

Winny, N. D., Kazaara, A. G., Kazaara, A. I., & Deus, T. (2023). *Effect Of Motivation On Employee Performance In Non- Government Organizations (NGOS): A Case Of Mbale City*. 7(3), 67–71.