
UNIVERSITY of LUSAKA

**School of Technology and Social Science**

# Exploring the effects of Digital Nomadism on Virtual Work Practices: A Case of UNICEF and World Bicycle Relief in Lusaka, Zambia.

**A research report submitted to University of Lusaka in partial fulfilment of the requirements for the award of the bachelor's degree in Development Studies.**

**By**

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## Declaration

I, Starfford Muteba, the undersigned, declare that this research report is my original work and has not been presented for the award of a degree in any other institution. Where the work of others has been used, it has been duly acknowledged in the text and reference list. This study was conducted in accordance with ethical standards governing academic research.

Signature: 

Date: 22nd January 2026

Supervisor: Mr Oscar Mwale

Supervisor's signature: 

## ACKNOWLEDGEMENT

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## DEDICATION

This research is dedicated to my sponsor, Tucker Walsh, for the invaluable support, encouragement, and belief in my academic journey, and to my mother, whose unconditional love, sacrifices, and unwavering support have been the foundation of my success. Your guidance and inspiration have made this achievement possible.

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ICT – Information and Communication Technology

NGO – Non-Governmental Organisation

TAM – Technology Acceptance Model

UNICEF – United Nations Children's Fund

WBR – World Bicycle Relief

WFH – Work From Home

VPN – Virtual Private Network

## ABSTRACT

This study examined the effects of digital nomadism on virtual work practices, focusing on UNICEF and World Bicycle Relief in Lusaka, Zambia. The research specifically sought to assess the effect of digital nomadism on virtual communication, examine its influence on employee performance monitoring in virtual work environments, and analyse how digital infrastructure supports or constrains digital nomadism.

The study adopted a mixed-methods research approach, employing questionnaires, semi-structured interviews, and observation checklists to collect data from a target population of 141 staff members, with a sample size of 71 respondents. Quantitative data were analysed using descriptive statistics, revealing that 79% of respondents reported improvements in virtual communication, while 74% indicated that digital tools effectively supported performance monitoring. Qualitative data were analysed thematically to capture in-depth experiences and perceptions of respondents.

Findings revealed that digital nomadism positively influenced virtual communication by enhancing coordination, information sharing, and collaboration among staff. Digital tools and platforms enabled effective performance monitoring and promoted accountability through results-based work practices. However, challenges such as unreliable internet connectivity, frequent power outages, and limitations in digital infrastructure occasionally disrupted virtual work activities.

The study implies that organizations can achieve more efficient virtual collaboration and employee performance when digital infrastructure is reliable, ICT support is strengthened, and remote work policies are clearly defined. The study concludes that digital nomadism is a viable and beneficial work arrangement for organizations such as UNICEF and World Bicycle Relief in Zambia. It recommends increased investment in digital infrastructure, enhanced ICT support services, and the development of clear remote work policies. For future research, it is recommended to examine the long-term effects of digital nomadism on employee well-being, organizational culture, and productivity across diverse sectors and geographic contexts.



Keywords: Digital Nomadism, Virtual Work Practices, Remote Work, Digital Infrastructure, Performance Monitoring, Zambia

# CHAPTER ONE

# INTRODUCTION AND BACKGROUND

## 1.1 Introduction

This study explores the effects of digital nomadism on virtual work practices, using UNICEF and World Bicycle Relief as case studies. The investigation is situated within Lusaka, Zambia, with particular attention to UNICEF and World Bicycle Relief. This chapter is organized to present the background of the study, the statement of the problem, the research objectives, and the significance of the study, along with other relevant components.

## 1.2 Background of the study

Digital nomadism Digital nomadism is a growing global phenomenon characterized by the ability of professionals to perform work remotely using digital technologies while remaining location-independent. Unlike traditional remote work, which typically involves working from a fixed location such as one's home or a regional office, digital nomadism emphasizes mobility, allowing workers to operate from multiple locations—even across countries or continents—without being tied to a single workplace. In essence, all digital nomads are remote workers, but not all remote workers are digital nomads; the key distinction lies in the freedom to work while traveling or relocating, often leveraging co-working spaces, cafés, or temporary residences.

Advances in information and communication technologies (ICTs), widespread internet connectivity, cloud-based platforms, and collaborative digital tools have transformed traditional work arrangements, enabling organizations and employees to adopt flexible and virtual work practices. Virtual work practices refer broadly to the use of digital platforms and technologies to perform professional tasks without being physically present in a central office. These practices can include remote meetings, virtual collaboration on cloud-based documents, online training, and digital project management. While digital nomadism represents a highly mobile subset of virtual work, virtual work itself may be location-bound—employees may still primarily operate from a home office or a regional hub but remain digitally connected.

Globally, digital nomadism gained significant momentum following the COVID-19 pandemic, as many institutions were compelled to transition to remote and hybrid work models to ensure continuity of operations. This shift has reshaped organizational structures, management practices, and employee experiences across both private and non-profit sectors.

In the context of development work, digital nomadism and virtual work practices enable professionals to continue delivering programmes, conducting research, or managing projects without being physically present in project sites. Development organizations often operate across multiple regions and rely on real-time data collection, monitoring, and communication with local staff and communities. Virtual work practices, therefore, are particularly relevant for roles involving data analysis, program coordination, remote training, and monitoring and evaluation (M&E), while field-based activities still require on-site presence.

The workforce structure and remote-work landscape within UNICEF Zambia and World Bicycle Relief (WBR) provide important context for understanding how digital nomadism and flexible work models are emerging in development organizations. UNICEF Zambia employs a sizeable and diverse team; according to an evaluation report, the office had approximately 112 staff in 2020, including about 30 operations personnel. Its "People & Culture" profile shows that the institution engages a mix of general service staff, national professional officers, and international professionals, forming part of UNICEF's broader global workforce of over 15,654 employees as of 2022. While publicly available sources do not specify how many UNICEF Zambia staff operate as digital nomads or fully location-independent workers, the organization's increasing reliance on digital tools such as virtual training, e-learning platforms, and remote monitoring systems suggests that a portion of its workforce participates in hybrid or remote work arrangements. The 2022 Country Office Annualarrangements. The 2022 Country Office Annual Report, for example, highlights the use of interactive e-learning content and virtual platforms to sustain programme delivery, implying the presence of digitally enabled and flexible work practices within the team (UNICEF, 2020).

Similarly, WBR operates through a streamlined but digitally connected workforce in Zambia. The organization, which functions globally as a social enterprise, lists key leadership including the Country Director, Operations Manager, and other Zambia-based staff on its team page and reports employing 29 staff members according to its 2024 to 2025 Zambia fact sheet. Alongside these core

staff, WBR also works with trained community-based mechanics and field personnel who support bicycle distribution and maintenance, as noted in earlier impact reports (Mulenga & Mphande, 2022). Although WBR does not publicly outline the exact number of staff engaged in digital-nomad-style work, the organization explicitly advertises hybrid and home-based roles such as remote data analysts and operates with advanced digital monitoring systems. These systems use mobile data collection tools like Taro-works, bar-code scanners, and Salesforce platforms, enabling remote oversight, virtual coordination, and real-time program monitoring. However, while these digital systems make location-independent coordination possible, they mainly benefit strategic, analytics, and M&E teams, whereas field mechanics and community staff continue to work in local, on-site contexts (World Bicycle Relief, 2023). Both UNICEF Zambia and WBR face a similar evidence gap: neither organization discloses explicit statistics on the number or proportion of staff who work fully remotely or adopt a digital-nomadic lifestyle. Yet, clear signs of hybrid work arrangements exist, especially in roles that depend on data systems, digital communication tools, and cloud-based project management. The combination of international and local staff also influences how remote work is distributed within each institution. Importantly, the presence of digital infrastructure particularly WBR's tech-enabled monitoring systems and UNICEF's virtual programme platforms demonstrates that digitally mediated work is structurally embedded in both organizations.

### 1.3 Statement of the Problem

The rise of digital nomadism, where professionals work remotely using digital technologies, has transformed work practices globally, including within humanitarian and non-profit organizations such as UNICEF and World Bicycle Relief (Richter & Richter, 2020). UNICEF introduced flexible working arrangements prior to the COVID-19 pandemic and expanded the use of virtual platforms to ensure continuity in program delivery (UNICEF, 2020). Similarly, WBR has increasingly relied on remote and home-based roles to coordinate projects, such as bicycle distribution programs in Zambia that require virtual oversight across multiple locations (World Bicycle Relief, 2023).

Despite these advancements, implementing digital nomadism in low-resource settings faces significant challenges. These includes unreliable electricity, high data costs, and limited digital literacy, which restrict effective remote work and virtual collaboration (ZICTA, 2020; Mulenga & Mphande, 2022). Additionally, remote working raises concerns around team cohesion,

cybersecurity, and employee productivity, which are critical for the success of non-profit operations in sensitive environments (Chigona & Mbhele, 2021; UNICEF USA, 2020). This study, addresses knowledge gap regarding how digital nomadism affects virtual work practices within UNICEF and WBR. Understanding these dynamics were essential to enhancing organizational efficiency, staff performance, and program delivery in communities constrained by infrastructural and economic limitations.

## 1.4 Research Objectives

### 1.4.1 General Objective

To examine the effects of digital nomadism on virtual work practices at UNICEF and World Bicycle Relief in Lusaka, Zambia.

### 1.4.2 Specific Objectives

i. To assess the effect of digital nomadism on virtual communication among staff at UNICEF and World Bicycle Relief in Lusaka.
ii. To examine how digital nomadism influences employee performance monitoring in virtual work environments at UNICEF and World Bicycle Relief.
iii. To analyse how digital nomadism is influenced by digital infrastructure in enhancing a virtual work practice.

### 1.4.3 Research Questions

i. How does digital nomadism affect virtual communication among staff at UNICEF and World Bicycle Relief?
ii. In what ways does digital nomadism influence employee performance monitoring in virtual work settings?
iii. How does access to digital infrastructure affect the effectiveness of virtual work under digital nomadism?

## 1.5 Significant of the study

This study was important to a wide range of stakeholders because it provided evidence-based insights into how digital nomadism affected humanitarian and development work in low and middle-income contexts. For UNICEF and World Bicycle Relief (WBR), the findings helped improve policies and strategies for managing remote work, enhancing employee productivity,

collaboration, and digital well-being. As digital nomadism gained global recognition, understanding its application in humanitarian and development organizations provided critical insights into issues of digital inclusion, economic empowerment, and social equity (Makunike, 2021). For employees and digital workers, the study highlighted both the challenges and opportunities associated with location-independent work, offering guidance on work–life balance, digital tools, and technology-enabled collaboration.

Policymakers and ICT regulators benefited from understanding how digital transformation could drive human capital development and new livelihood opportunities, particularly for youth and informal sector workers, in alignment with SDG 8 and SDG 9 (Chikumbi & Banda, 2022). Communities and youth in peri-urban areas of Lusaka stood to gain from insights on how digital platforms could support participatory digital economies and inclusive development. Overall, the study contributed to development studies by showing how digital nomadism, when effectively managed, could support social, economic, and institutional development in low- and middle-income contexts (Makunike, 2021; Chikumbi & Banda, 2022).

### 1.6 Scope and Delimitation of the Study

This study was limited to examining the effects of digital nomadism on virtual work practices among employees of UNICEF and World Bicycle Relief operating in Lusaka, Zambia. The scope focused specifically on virtual communication, employee performance monitoring, and the influence of digital infrastructure on digital nomadism, using a mixed-methods approach involving questionnaires, semi-structured interviews, and observation. The study population comprised staff engaged in virtual or hybrid work arrangements within the two organisations. Geographically and institutionally, the study was delimited to Lusaka and to UNICEF and World Bicycle Relief only; therefore, the findings may not be generalizable to other organisations, sectors, or regions. Additionally, the study did not examine wider socio-economic or long-term organisational effects of digital nomadism, as these were beyond the scope of the research due to time and resource constraints.

### 1.7 Definition of key words

Digital Nomadism**:**Digital nomadism refers to a lifestyle where individuals leverage digital technologies to work remotely and live a location-independent life. This way of working allows people to travel while maintaining employment or running a business online (Mancinelli, 2020).

**Virtual Work Practices:**Virtual work practices are methods and processes used to perform work remotely through digital tools, enabling communication, collaboration, and task management without a physical office (Cascio & Shurygailo, 2003).

Digital Nomad**:**A digital nomad is someone who uses information and communication technologies (ICTs) to perform their job from various locations, often across different countries or regions, without a permanent workplace (Thompson, 2019)

Remote Work**:**Remote work is an employment arrangement where individuals perform their duties outside a traditional office, often from home or other non-traditional work-spaces, enabled by digital technologies (Messenger, 2019).

**Information and Communication Technologies (ICTs),**these encompass a wide range of digital tools and systems that allow individuals and organizations to communicate, access, process, and store information, including the internet, mobile phones, and computers (UNESCO, 2023)

# CHAPTER TWO

# LITERATURE REVIEW

## 2.1 Overview

This chapter explores the existing body of literature relevant to the study on digital nomadism in UNICEFandWorldBicycleRelief, in Lusaka, Zambia. The review is structured to provide theoretical and conceptual insights into the phenomenon of digital nomadism, especially within the context of developing urban areas. It focuses on non-empirical sources, including theoretical frameworks, policy documents, and conceptual analyses, in order to build a strong foundation for understanding the implications, opportunities, and limitations of digital nomadism. This approach helps identify key knowledge gaps, frame the study within global and local contexts, and offer a rationale for the research objectives.

## 2.2 Non-Empirical Review

Non-empirical literature on digital nomadism mainly focuses on theoretical, conceptual, and policy-oriented discussions rather than direct observation or empirical evidence. This body of work highlights how the concept is shaping emerging virtual work models, particularly its relevance to flexibility, productivity, and workforce engagement across diverse organizational environments, including both high-income and low-resource settings.

Conceptually, digital nomadism is presented as a phenomenon that pushes organizations to rethink conventional structures and hierarchies. Scholars emphasize that institutions must adjust policies related to communication, collaboration, and performance monitoring to support remote and location-independent work arrangements. For humanitarian and non-profit organizations such as UNICEF and World Bicycle Relief (WBR), these ideas are especially significant because their operations span multiple countries and time zones, requiring reliable digital platforms and adaptable work systems.

Policy frameworks further outline how digital nomadism can enhance organizational effectiveness. For instance, global flexible working policies increasingly stress digital inclusion, staff well being, and continuity of operations through virtual work. Likewise, organizations like WBR are adopting remote coordination, virtual training, and digital monitoring to address

geographical and logistical barriers within their field programs. These approaches underscore potential advantages such as broader access to skilled personnel, greater staff autonomy, and expanded program reach. At the same time, they draw attention to challenges including cybersecurity concerns, infrastructural deficits, and persistent digital divides.

By synthesizing these conceptual and policy-based perspectives, this review establishes the groundwork for understanding digital nomadism implications for virtual work practices. It also highlights a gap in existing literature, particularly the limited focus on how such work models function in peri-urban African contexts. This gap reinforces the need for empirical research to examine how organizations like UNICEF and WBR implement and adapt digital nomadism within low-resource urban environments.

### 2.3.1 Digital Nomadism and Virtual Communication, Coordination, and Collaboration

#### Global Context

According to Reichenberger (2018), Empirical studies from the global context show that the rise of digital nomadism and remote work has significantly transformed communication and coordination practices within development and humanitarian organizations. Research indicates that international organisations increasingly rely on digital platforms such as Microsoft Teams,

Zoom, Slack, and cloud-based project management systems to facilitate real-time communication and collaboration among geographically dispersed staff (Richards, 2021).

UNICEF's global operations demonstrate that virtual collaboration tools enhance information sharing, speed of decision-making, and cross-country coordination, especially during emergencies such as the COVID-19 pandemic (UNICEF, 2020). These tools enable staff working across time zones to collaborate on programme planning, monitoring, and reporting. However, global studies also note challenges related to time-zone differences, reduced informal interaction, and communication fatigue, which can weaken teamwork and coordination if not well managed (Chigona & Mbhele, 2021).

Similarly, World Bicycle Relief's global programmes show that virtual coordination platforms improve collaboration, between headquarters, country offices, and field teams by enabling centralized data sharing and virtual technical support (World Bicycle Relief, 2023). Nonetheless,

evidence suggests that effective collaboration depends on staff digital skills and access to reliable connectivity.

**Regional Context: Sub-Saharan Africa**

In Sub‑Saharan Africa, according to Reichenberger (2018), highlights mixed outcomes regarding virtual communication and coordination under digital nomadism. Studies reveal that while digital platforms improve coordination among dispersed teams, unreliable internet connectivity and power outages frequently disrupt virtual meetings and collaborative workflows (Chikumbi & Banda, 2022).

Research conducted across Kenya, Rwanda, and South Africa shows improved virtual collaboration due to stronger digital infrastructure and institutional investments in ICT systems (World Economic Forum, 2022). Conversely, studies from Zambia, Malawi, and Uganda report frequent communication breakdowns, delayed feedback, and limited real-time collaboration due to unstable networks and high data costs. These constraints reduce the effectiveness of digital coordination in development organisations that rely on continuous communication with field staff.

**Local Context: Zambia**

According to Asuman Banywana (2025), digital nomadism continues to reshape work–life practices and remote work dynamics; however, virtual communication and collaboration remain significantly constrained in contexts characterised by limited digital infrastructure and affordability challenges. Empirical evidence from Zambia supports this assertion. These findings are consistent with national evidence highlighting unstable internet connectivity, load shedding, and high data costs as major barriers to effective virtual coordination (ZICTA, 2023).

At the organisational level, UNICEF Zambia's use of virtual staff meetings, U-Report coordination, and digital programme planning has expanded communication reach; however, interview and observational data showed inconsistent attendance and reduced interaction during sessions affected by connectivity interruptions (UNICEF, 2020). Similarly, empirical findings from World Bicycle Relief Zambia indicate that while digital communication platforms enhance coordination between programme officers and field mechanics, connectivity delays frequently

interrupt real-time collaboration, resulting in slower decision-making and reduced operational efficiency, particularly during field-based reporting (World Bicycle Relief, 2023).

### 2.3.2 Digital Nomadism, Employee Performance and Monitoring,

#### Global Context

Globally, according to Reichenberger (2018), empirical studies indicate that digital nomadism influences employee productivity and accountability in both positive and negative ways. Research shows that flexible and remote work arrangements increase productivity by reducing commuting time, allowing flexible scheduling, and enabling employees to work in preferred environments (Richards, 2021).

UNICEF's global adoption of digital dashboards, virtual supervision tools, and online reporting systems has strengthened performance monitoring and accountability by enabling real-time tracking of programme outputs (UNICEF, 2020). However, studies also note challenges such as difficulties in supervising remote staff, blurred work-life boundaries, and reliance on self-discipline, which can affect accountability if monitoring systems are weak (Chigona & Mbhele, 2021).

World Bicycle Relief's global operations demonstrate that digital monitoring tools improve accountability by enabling transparent reporting and performance tracking of bicycle distribution and maintenance activities (World Economic Forum, 2022). Nevertheless, research emphasizes that productivity gains depend on reliable systems and managerial capacity to oversee virtual teams effectively.

#### Regional Context: Sub-Saharan Africa

In Sub-Saharan Africa, empirical findings according to Nash (2018), show that digital nomadism has uneven effects on productivity and accountability. Studies report that while digital reporting tools improve documentation and transparency, inconsistent connectivity often delays submissions and reduces the accuracy of performance data (Chikumbi & Banda, 2022).

Countries with stronger digital ecosystems, such as Kenya and Rwanda, demonstrate improved productivity and accountability due to effective digital monitoring systems. In contrast, research

from Zambia and neighbouring countries highlights challenges in enforcing accountability due to delayed reporting, limited supervision, and inconsistent system usage, which weakens performance management in virtual work settings (World Economic Forum, 2022).

**Local Context: Zambia**

Empirical studies in Zambia demonstrate that digital work systems can support productivity and accountability, but their effectiveness is highly contingent on reliable infrastructure, capacity building, and system design. Harker, Martin and MacDonnell's (2012) observations about digital work systems supporting productivity and accountability when infrastructure is reliable echo in more recent Zambian contexts.

**Health Information Systems and Service Delivery**:

A 2025 study on the SmartCare Electronic Health Records (EHR) system in Lusaka's first-level hospitals found that digital records significantly streamlined data capture and retrieval, improving efficiency in patient record management and reducing paperwork. However, persistent system failures, erratic power supply, limited training and policy-awareness gaps undermined optimal utilization and data governance.

Similarly, research assessing digital transformation at the Ministry of Health headquarters (2017–2022) reported that ICT tools (including electronic health records and cloud-connected logistics systems) enhanced administrative efficiency, communication, and effectiveness of routine tasks. Yet, gaps in digital skills, training and equitable access constrained full realization of these productivity gains, indicating that technology alone did not guarantee improved performance.

**Public Sector Digital Tools and Accountability**:

Studies on government digitisation show that initiatives such as the Smart Zambia Institute's public service management platforms and portals like Zamportal have expanded online access to public services and enabled centralized transaction tracking, which can strengthen accountability through transparent workflows. However, implementation remains uneven across agencies and dependent on ICT literacy and stable connectivity.

An assessment of efforts toward an Integrated Electronic Records Management System (IERMS) highlighted that although government infrastructure and legal frameworks are being developed, a lack of standards, funding, and change management has stalled effective implementation. This weakens the ability of digital records systems to reliably support accountability across ministries.

**Education and Workplace Digital Systems:**

Research on digital information systems in Zambian higher education shows that Learning Management Systems (LMS), digital libraries, and online assessment tools have improved academic participation, access to materials, and feedback loops, which enhance learning productivity. However, these gains are moderated by the need for continuous training and infrastructure support, especially to sustain e-learning platforms effectively.

A study on the role of ICT in training and development found that many organizations lack mature e-learning platforms, and more than half of respondents reported inadequate digital tools to support training functions, limiting the potential productivity and skills development that digital systems could otherwise enable.

**Community-Level Digital Tools for Monitoring**:

UNICEF's use of mobile data collection tools such as KoboCollect to track interventions related to child marriage and schooling shows how simple digital systems can improve data quality and timeliness of evidence for decision-making at the district level. Scaling and connectivity

challenges remain, but investment in user training has expanded local capacity to gather and analyse data.

### 2.3.3 Digital Nomadism, Digital Infrastructure Access, and Virtual Work Effectiveness

**Global Context**

Globally, research into remote and digital work environments consistently identifies access to robust digital infrastructure as a critical determinant of virtual work effectiveness. Early academic work around the turn of the millennium emphasized how information and communication technologies (ICT) and network connectivity enable flexible work practices and remote collaboration (e.g., studies applying the Technology–Organization–Environment (TOE)

framework to remote work adoption highlight technological competence and organisational support as essential for effective remote work performance)

Subsequent research has reinforced that reliable internet connectivity, access to digital devices, and comprehensive ICT support are essential for successful digital nomadism and distributed work arrangements; connectivity and network reliability are foundational to productivity, seamless communication, and access to cloud services for remote workers (e.g., empirical analyses of IT infrastructure's role in remote work productivity and employee satisfaction). UNICEF's global operations demonstrate that investments in cloud-based systems, secure networks, and digital support services enhance virtual work efficiency and programme continuity (UNICEF, 2020). However, global reports highlight persistent digital divides between high-income and low-income regions, affecting staff capacity to fully engage in digital work environments, with disparities in access to devices and reliable internet connectivity limiting participation in virtual work and learning contexts (e.g., documented digital exclusion and infrastructure gaps in underserved regions)

However, global reports highlight persistent digital divides between high-income and low-income regions, affecting staff capacity to fully engage in digital work environments (Chigona and Mbhele, 2021).

**Regional Context: Sub-Saharan Africa**

In Sub-Saharan Africa, according to Reichenbetger (2018), document significant infrastructural gaps affecting virtual work effectiveness. Research shows that limited broadband coverage, high data costs, and unreliable electricity supply undermine digital nomadism and remote work practices (ZICTA, 2023).

While countries such as South Africa and Rwanda exhibit improving digital infrastructure, many others, including Zambia, face persistent challenges that restrict effective use of digital platforms for programme delivery and coordination (Chikumbi & Banda, 2022).

**Local Context: Zambia**

At the local level, according to Chikumbi and Banda (2022), that digital infrastructure remains a major constraint to virtual work effectiveness in Zambia. Studies highlight unreliable electricity supply, slow internet speeds, and high connectivity costs in Lusaka, particularly in peri-urban areas (ZICTA, 2023).

Despite these challenges, UNICEF Zambia's digital platforms such as U-Report and virtual training systems demonstrate potential to enhance programme reach and staff effectiveness. However, inconsistent access to devices and connectivity limits sustained engagement (UNICEF, 2020). Similarly, WBR Zambia's digital tools improve monitoring and coordination in areas with stable connectivity but are less effective in poorly connected communities, reducing overall virtual work efficiency (World Bicycle Relief, 2023).

## 2.4 Theoretical frameworks

The theoretical framework of this study is grounded in Technology Acceptance Model (TAM) and Remote Work Theory, which provide insights into how digital technologies are adopted and utilized within organizational contexts to facilitate virtual work practices. These frameworks are particularly relevant for understanding the impact of digital nomadism on humanitarian organizations such as UNICEF and World Bicycle Relief (WBR) in Zambia.

### 2.4.1 Technology Acceptance Model (TAM)

The Technology Acceptance Model (TAM) is relevant to this study as it explains how staff adopt digital tools for virtual work. Perceived usefulness (PU) reflects whether employees believe these technologies improve their performance, while perceived ease of use (PEOU) shows whether they find them effortless to use. Applying TAM helps understand the factors that influence the adoption of digital tools, which is critical for supporting effective digital nomad practices in organizations like UNICEF Zambia and World Bicycle Relief Zambia.

### 2.4.2 Remote Work Theory

Remote Work Theory does not have a single formal developer or a specific date of creation in the way some models like TAM do. It emerged as a conceptual framework over several decades through research on telecommuting, distributed work, and virtual teams. Jack Nilles conducted

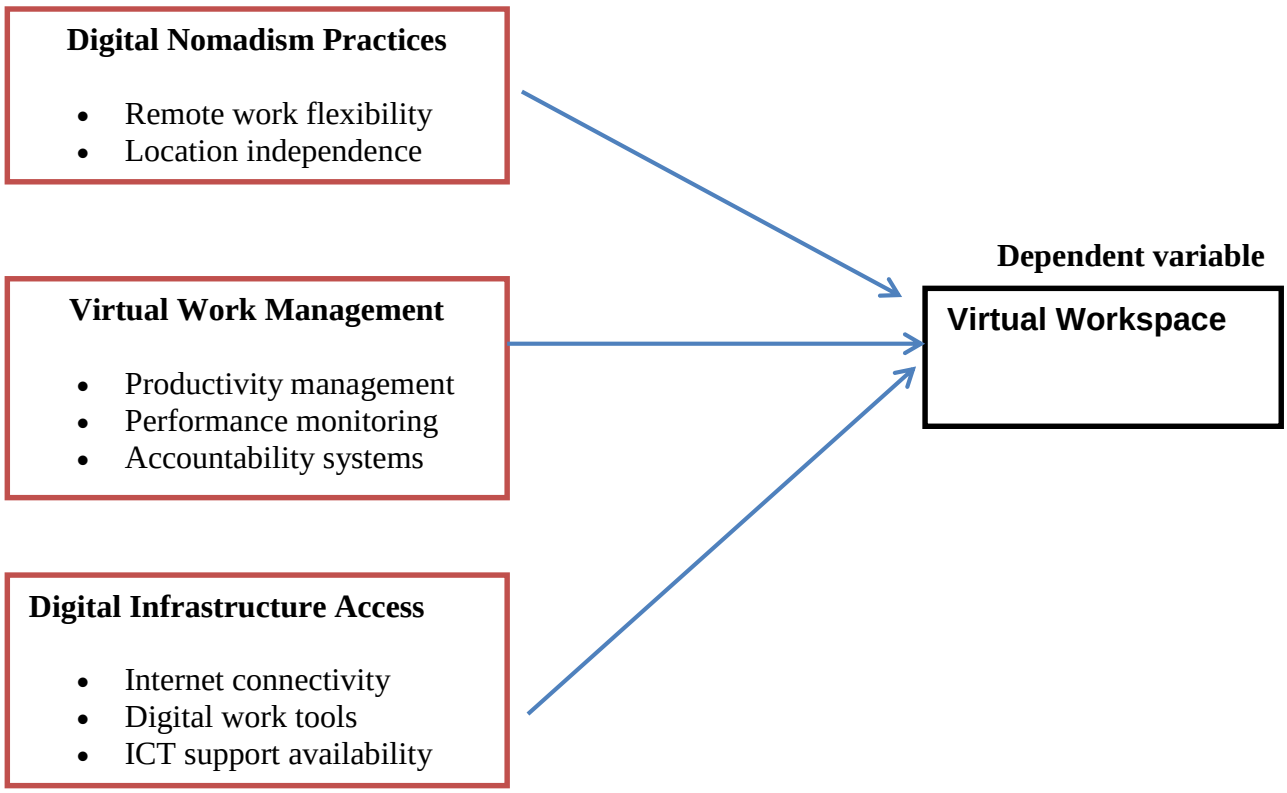
early foundational work in 1975, who introduced the concept of "telework" and explored how technology could enable employees to work remotely while reducing commuting. Over the years, researchers such as Mulki et al. (2009) and Bloom et al. (2015) expanded the framework by examining organizational, managerial, and infrastructural factors that influence productivity, communication, and collaboration in remote work settings. Remote Work Theory therefore represents a collective development in understanding how individual and organizational conditions facilitate effective virtual work, particularly in diverse contexts including low-resource environments.

### 2.4.3 Integration of Theories

Integrating TAM and Remote Work Theory provides a comprehensive framework for understanding the dynamics of digital nomadism in non-profit organizations. TAM explains the adoption of digital tools at the individual level, while Remote Work Theory addresses organizational and environmental factors that influence virtual work practices. Together, these frameworks guide the investigation into how digital nomadism affects staff performance, collaboration, and program delivery within UNICEF and WBR, particularly in the context of infrastructure-limited urban areas. The application of these theoretical perspectives is crucial for this study because it allows for the identification of both individual and organizational determinants of successful virtual work practices. It also provides a structured approach to

Analysing the challenges and opportunities associated with digital nomadism in the humanitarian sector, contributing to the development of strategies that enhance productivity, digital inclusion, and service delivery in Zambia.

Figure 1: **Conceptual Framework**




**Source: Researcher's own conceptualisation base on the literature review (2025).**

The conceptual framework shows that digital nomadism influences virtual work practices by shaping how employees communicate and how their performance is monitored. When supported by reliable digital infrastructure, digital nomadism improves virtual communication and work efficiency, while poor infrastructure weakens its effectiveness.

## 6 Gaps in Literature

While digital nomadism has been the subject of growing academic interest, there remains a significant gap in the literature regarding its impact on virtual work practices within humanitarian organizations. Existing studies predominantly focus on the experiences of digital nomads in the private sector, especially in technology and creative industries, rather than in non-profit or humanitarian contexts. For instance, Herman and Paris (2020) examine the nexus of remote working and travel mobility among nomads, but their analysis is firmly rooted in private‐sector, lifestyle perspectives.

Similarly, Toivanen (2025) explores the meanings and configurations of digital nomadic work through her research, but this work centres around individuals in mobile, transnational professional roles, not on organizational operations in the humanitarian sector. In another example, Asuman Banywana (2025) analyses the evolution and challenges of digital nomadism such as work‑life balance and psychological stress but the study is not situated in or applied to non-profit or humanitarian organizations.

Beyond personal experience and lifestyle, there is a lack of empirical research on how digital nomadism influences the adoption and effectiveness of digital tools and platforms used by humanitarian organizations. For example, while UNICEF has implemented tools like Rapid-pro to enhance communication and data collection in the field, no studies have explored how a digitally nomadic workforce affects the uptake, use, or impact of these systems. Likewise, World Bicycle Relief which operates across diverse and often remote geographic regions has not been the subject of research focused on how a mobile, remote-working staff shapes its virtual work practices.

# CHAPTER THREE

# RESEARCH METHODOLOGY

## 3.1 Overview

This chapter described the methodological approach and research methods employed to investigate the study. The research approach, research design, model specification, data sources and sampling, data estimation techniques and procedure, and the issues of reliability and validity.

### 3.1.2 Research Design

The study employed a convergent mixed-methods multiple-case study design, which enabled the simultaneous collection and analysis of qualitative and quantitative data. In a convergent design, researchers integrated qualitative insights and quantitative results to generate a richer and corroborated understanding of the research problem, as explained by John W. Creswell and J. David Creswell (2018). The multiple-case structure focused on UNICEF and World Bicycle Relief and supported cross-case comparison to identify similarities, differences, and contextual influences shaping virtual work practices in development organizations, as outlined by Robert K. Yin (2018). Qualitative data from interviews and organizational documents captured experiences and processes, while quantitative survey data provided measurable indicators of remote-work patterns, technological use, and performance perceptions. Bringing these forms of evidence together allowed for a more robust interpretation of how digital nomadism influenced virtual work practices within humanitarian and development settings.

### 3.1.3 Study Approach

Given the diversity of respondents ranging from managers, technical staff, field officers, and remote-work practitioners at UNICEF and World Bicycle Relief, the study adopted a mixed-methods research approach. John W. Creswell and Vicki L. Plano Clark (2018) stated that a mixed-methods approach suited investigations that required both an in-depth understanding of organizational experiences and empirical insights that researchers could compare across groups.

The qualitative component allowed the study to explore perceptions, challenges, and adaptations related to digital nomadism through interviews and document analysis, which enabled a detailed examination of organizational practices and lived experiences. Complementing this, the quantitative component used structured survey data to capture patterns, frequencies, and variations in virtual work behaviours across respondents.

Integrating these strands strengthened the study's ability to interpret how digital nomadism shaped virtual work practices by combining depth and breadth of evidence, while enhancing the credibility of findings through triangulation, as discussed by Abbas Tashakkori and Charles Teddlie (2010). This mixed-methods orientation therefore provided a comprehensive, development-oriented analysis suited to the operational context of humanitarian organizations.

### 3.1.5 Study Population

The study comprised staff members from UNICEF Zambia and World Bicycle Relief (WBR). The target participants were employees whose work involved the use of digital tools and technologies, virtual coordination, and remote or hybrid work practices. The staff included programme managers, monitoring and evaluation (M&E) officers, ICT and data management personnel, operations and logistics staff, youth engagement officers such as U-Report focal staff at UNICEF, and field-based personnel involved in digital reporting and service delivery systems at WBR.

UNICEF Zambia had an estimated workforce of approximately 112 staff members, consisting of international professionals, national officers, and general service personnel whose work increasingly depended on digital platforms and virtual collaboration. World Bicycle Relief Zambia employed about 29 staff members, including programme officers, data personnel, and field-support teams who relied on digital tools for coordination, monitoring, and reporting. In total, 141 staff members from the two organizations formed the accessible population for the study.

### 3.1.6 Sample Size

The study employeda stratifiedrandom sampling. The approach helped to achieve the objectives of the study and ensured proportional representation of staff across UNICEF Zambia and World Bicycle Relief Zambia, as well as across key staff categories.

The researcher determined the sample size using the Rao Soft online sample size calculator, applying a population size of 141, a confidence level of 90 percent, a margin of error of 7 percent, and a response distribution of 50 percent. Based on these parameters, the minimum recommended sample size of 71 respondents.

To maintain proportional representation between the two organizations, the researcher allocated the sample according to their respective population sizes. Consequently, 56 respondents were drawn from UNICEF Zambia, while 15 respondents were drawn from World Bicycle Relief Zambia, yielding a total quantitative sample of 71 participants. This proportional allocation reduced sampling bias and strengthened the validity of comparative analysis between the two organizations.

### 3.1.7 Sampling Technique

The study employed a purposive sampling technique to select participants who were directly involved in virtual work and digital collaboration within UNICEF Zambia and World Bicycle Relief Zambia. Purposive sampling enabled the researcher to intentionally choose individuals with specific knowledge, experience, or exposure to digital nomad practices and remote work technologies, ensuring that the data collected were rich, relevant, and informative (Creswell & Poth, 2018; Etikan, Musa, & Alkassim, 2016).In addition to purposive sampling, the study applied stratified sampling for the quantitative component to ensure proportional representation across key staff categories, such as managers, technical staff, field officers, and remote work practitioners. Stratification allowed the researcher to capture diverse perspectives and experiences within the organizations, enhancing the generalizability of the findings.The combination of purposive and stratified sampling provided a mixed-methods approach to participant selection, balancing depth of insight with representativeness. This approach ensured that the study captured both the detailed experiences of key informants and broader patterns among staff, thereby improving the validity and reliability of the research findings.

### 3.1.8 Data Collection Methods

The study drew on both primary and secondary data to generate comprehensive insights into how digital nomadism influenced virtual work practices within UNICEF and World Bicycle Relief. Primary data were collected through semi-structured interviews, questionnaires, focus group discussions, and direct observation of virtual work processes. These methods allowed the researcher to obtain first-hand accounts of staff experiences, challenges, and organizational practices related to digital tools and remote work systems (John W. Creswell & J. David Creswell, 2018). Semi-structured interviews captured in-depth perspectives from managers, ICT personnel, programme officers, and field staff, while surveys provided quantitative data on digital tool usage, remote work behaviours, and staff perceptions.

Observations of virtual platforms and communication processes further complemented verbal responses by offering real-time insights into how digital-nomadic work operated within both organizations (Robert K. Yin, 2018).

In addition, secondary data were gathered from organizational documents, policy reports, digital platform usage records, strategic plans, training manuals, and publicly available publications from UNICEF and World Bicycle Relief. These documents helped contextualize the primary findings by illustrating existing digital systems, remote work frameworks, and organizational policies governing virtual collaboration (UNICEF, 2020; World Bicycle Relief, 2023). Secondary literature such as academic studies, national ICT reports, and sector analyses was also reviewed to situate the findings within broader digital transformation trends in Zambia and Sub-Saharan Africa (Zambia Information and Communications Technology Authority, 2023; Chikumbi & Banda, 2022).Combining primary and secondary data strengthened methodological triangulation and enhanced the validity of the study by ensuring that empirical observations were interpreted alongside documented organizational practices and relevant scholarly evidence (Abbas Tashakkori & Charles Teddlie, 2010).

### 3.1.9 Data Collection Tools

### 3.1.10 Semi-Structured Interviews

Structured questionnaireswere used as the primary qualitative data collection tool to obtain in-depth insights into how digital nomadism influenced virtual work practices within UNICEF

Zambia and World Bicycle Relief Zambia. A total of 24 interviews were conducted, distributed proportionally according to the size of each organization's study population. Consequently, 19 interviews were conducted with staff from UNICEF Zambia, while 5 interviews were conducted with staff from World Bicycle Relief Zambia. This proportional allocation ensured fair institutional representation while reflecting the workforce composition of the two organizations.

The semi-structured interview format were deliberately chosen because it provided flexibility to probe participants' experiences while maintaining consistency across interviews. This approach allowed the researcher to explore complex issues such as virtual communication dynamics, performance monitoring in remote settings, and the role of digital infrastructure in enabling virtual work—core aspects of digital nomadism. Participants were purposively selected based on their direct involvement with digital tools, virtual coordination systems, and remote or hybrid work practices. Interviewees included programme managers, ICT personnel, monitoring and evaluation officers, operations staff, and field supervisors, as these roles interacted most closely with digital platforms relevant to virtual work environments.

3.9.1.2 Questionnaires

Structured questionnaires were administered to complement the qualitative data obtained through interviews by capturing quantifiable perceptions and experiences related to digital nomadism and virtual work practices. A total of 40 questionnaires were distributed, with 20 administered at UNICEF Zambia and 20 at World Bicycle Relief Zambia. Questionnaires targeted staff members who regularly used digital tools or participated in virtual work processes but were not selected for interviews, including programme officers, field coordinators, monitoring and evaluation staff, administrative personnel, and ICT support teams.

The questionnaire consisted of both closed-ended and open-ended items designed to measure perceptions of virtual communication effectiveness, performance monitoring mechanisms in remote work environments, and the adequacy of digital infrastructure supporting virtual work. The use of questionnaires was justified by their ability to reach a wider segment of the population, enable systematic comparison across organizations, and generate data suitable for statistical analysis. This approach strengthened the representativeness of the study and supported triangulation of findings from interviews and observation (Bryman, 2016).

3.9.1.3 Document Analysis

It is reported that document analysis were conducted to examine existing organizational records and digital artefacts relevant to virtual work practices. Documents reviewed included organizational reports, digital communication records, ICT policies, remote work guidelines, and monitoring and evaluation reports.

For UNICEF Zambia, documents related to digital programme implementation and monitoring through RapidPro were examined, while for World Bicycle Relief Zambia, project tracking reports and virtual workflow documentation were analysed. Document analysis provided contextual and historical evidence that complemented primary data sources and enhanced the credibility and validity of the study findings (Bowen, 2009).

3.9.1. Observation of Virtual Work Practices.

The researcher used observation to gain first-hand insights into how staff engaged with digital tools and virtual work systems in real-time. Where feasible, the researcher observed staff participating in online meetings, virtual coordination sessions, digital task management activities, and remote reporting processes over a period of two weeks, with each observation session lasting between 30 to 60 minutes. Observation followed a structured checklist that focused on internet connectivity, digital platform usage, communication flow, performance tracking mechanisms, and interaction patterns in virtual work environments. The researcher justified the use of observation because it helped verify self-reported data from interviews and questionnaires and provided a better understanding of actual practices in virtual work settings. Observing virtual work practices over multiple sessions provided practical evidence of how digital infrastructure and connectivity influenced the effectiveness of remote work, strengthened data triangulation, and enhanced the overall robustness of the study.

**3.9.1. Data Analysis**

According to the report, the study adopted a convergent mixed-methods approach; therefore, the researcher analysed quantitative and qualitative data separately and then integrated them at the interpretation stage to provide a comprehensive understanding of virtual work practices and digital nomadism within UNICEF Zambia and World Bicycle Relief Zambia.

The researcher collected quantitative data through structured questionnaires administered to staff members from both organizations. The data were coded and entered into the Statistical Package for the Social Sciences (SPSS) for analysis. Descriptive statistics, including frequencies, percentages, means, and standard deviations, summarized respondents' demographic characteristics, levels of ICT use, frequency of virtual collaboration, and perceptions of remote work effectiveness. Where appropriate, the researcher applied inferential statistical techniques, such as cross-tabulations and correlation analysis, to examine relationships between variables, for example, between digital tool usage and perceived productivity. The quantitative findings revealed measurable patterns and trends that complemented the qualitative insights.

The researcher collected qualitative data from semi-structured interviews, open-ended questionnaire responses, document analysis, and observations and analysed them using thematic analysis. This involved familiarization with the data, systematic coding, and identification of patterns, categories, and emerging themes related to digital nomadism, virtual collaboration, and organizational digital systems (Braun & Clarke, 2006). Analysis for UNICEF focused on the use of digital platforms such as RapidPro for remote programme management and real-time communication (UNICEF Zambia, 2023), while analysis for World Bicycle Relief emphasized digital project management systems supporting bicycle distribution, training programmes, and field reporting (World Bicycle Relief, 2023). The researcher used Nvivo software to organize and manage qualitative data, enhancing rigor and traceability.

After completing separate analyses, the researcher merged and compared results from both data strands during interpretation to identify areas of convergence, complementarity, and divergence. This integration strengthened the validity of the findings and enabled a holistic understanding of how digital technologies shaped virtual work practices across the two case organizations, consistent with a convergent mixed-methods multiple-case study design (Creswell & Creswell, 2018; Yin, 2018).

### 3.1.11 Reliability and Validity

To ensure reliability, the study used triangulation by combining multiple data collection methodsinterviews, questionnaires, document analysis, and observationsto cross-verify findings (Patton, 2015). The researcher maintained consistency by using the same semi-structured interview guide across participants from both organizations, ensuring comparability of responses.

To enhance validity, the study employed member checking, asking participants to verify the accuracy of the data (Creswell & Poth, 2018). Additionally, the researcher provided thick descriptions of contexts and organizational practices, allowing for transferability of findings to similar humanitarian organizations engaging in virtual work.

### 3.2.12 Ethical Considerations

The study ensured reliability by using triangulation, combining multiple data collection methods throughout the research process. Informed consent was obtained from all participants, who were clearly briefed on the purpose of the study, the voluntary nature of their participation, and their right to withdraw at any time. Anonymity was guaranteed by removing identifiers from transcripts and reports (Israel & Hay, 2006). Permission to access organizational documents and observe virtual work sessions was obtained from UNICEF Zambia and World Bicycle Relief Zambia, ensuring compliance with institutional policies and safeguarding sensitive operational information (UNICEF Zambia, 2023; World Bicycle Relief, 2023).

The study adhered to ethical research standards to ensure the protection of participants. A key ethical consideration involved obtaining informed consent from all respondents prior to their participation in the research. Participants were clearly informed about the purpose of the study, the nature of their involvement, the voluntary nature of participation, and their right to withdraw at any point without negative consequences (Israel & Hay, 2006).

Confidentiality remained a key ethical priority throughout the study to ensure that participants' personal information and responses were protected from unauthorized access or misuse. All participants were assured that their identities remained anonymous and that any information they provided was treated with strict confidentiality throughout the research process (Saunders, Lewis & Thornhill, 2016).

Respect for privacy was also a fundamental ethical consideration, particularly given the sensitivity surrounding digital practices, personal technology use, and online economic activities. The study ensured that participants were not required to disclose any private or sensitive digital information, such as passwords, financial records, or personal online accounts. The research questions focused on general behaviours, perceptions, and access to digital tools rather than intrusive or confidential content (Resnik, 2018).

# CHAPTER FOUR

# PRESENTATION AND DISCUSSION OF FINDINGS

## 4.1Overview

This chapter presents and discusses the findings of the study titled "Exploring the Effects of Digital Nomadism on Virtual Work Practices: A Case of UNICEF and World Bicycle Relief in Lusaka, Zambia."

The findings are drawn from questionnaires, semi-structured interviews, and observation checklists, in line with the study's objectives. Data are presented thematically according to the three specific objectives:

- Virtual communication
- Employee performance monitoring
- Digital infrastructure and virtual workspaces

Both quantitative and qualitative findings are integrated to provide a comprehensive understanding of how digital nomadism influences virtual work practices at UNICEF and World Bicycle Relief (WBR) in Lusaka.

### 4.1.2 Demographic Characteristics of Respondents

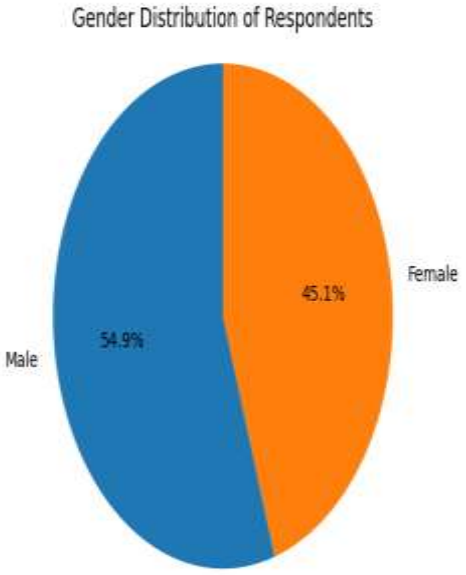
The demographic data revealed that respondents comprised both male and female employees,

### 4.2.1Gender Distribution

The gender distribution of respondents is presented to establish the representativeness of the study sample. Out of the 71 respondents, 39 (54.9%) were male, while 32 (45.1%) were female. This indicates a relatively balanced gender composition among employees in the two organizations.

Figure 1. This can be seen to the following pie chart.

The fairly even distribution suggests that both male and female employees are actively engaged in virtual work arrangements and digital nomad practices. This balance enhances the credibility of the findings, as perspectives from both genders are adequately represented.




The results imply that digital nomadism and virtual work practices within UNICEF and World Bicycle Relief are gender-inclusive, allowing equal participation and access to flexible work arrangements. This supports the notion that digital work environments can promote workplace equity when supported by appropriate organizational policies and digital infrastructure.

### 4.2.2 Age Distribution

The age distribution of respondents shows that the majority fell within the 26–45 years age group, accounting for 46 respondents (64.8%). This was followed by 18 respondents (25.4%) aged 18–25 years, while 7 respondents (9.8%) were above 45 years. The predominance of the 26–45 age group suggests that most respondents belong to an economically active and professionally experienced workforce familiar with digital technologies. This group is generally more adaptable to virtual communication platforms, remote collaboration tools, and flexible work arrangements.

These findings indicate that digital nomadism is more prevalent among employees in their prime working years, who are technologically competent and receptive to flexible work models.

Organizations implementing virtual work strategies should, therefore, continue investing in digital skills development to maintain productivity across all age groups

### 4.2.3 Year of Experience in virtual work practices

Most respondents had over one year of service, suggesting sufficient organizational experience to provide informed responses.Regarding work arrangements, a significant number of respondents reported working under hybrid and fully remote arrangements, confirming the relevance of digital nomadism within the two organizations. work experience, the findings reveal that 52 respondents (73.2%) had more than one year of service, while 19 respondents (26.8%) had less than one year of experience in their respective organizations.The high proportion of respondents with over one year of experience suggests that participants possessed sufficient organizational knowledge and exposure to virtual work practices to provide informed and reliable responses. Experienced employees are more likely to understand institutional workflows, communication systems, and the impact of digital nomadism on work performance. This distribution strengthens the validity of the study findings, as responses are largely drawn from individuals with adequate experience in virtual work environments. It also suggests that digital nomadism is not limited to newly recruited staff but is integrated into ongoing organizational operations.

### 4.3.1 Effective Communication

The first objective of the study was to examine the effect of digital nomadism on staff communication within the selected organizations. Specifically, the study sought to determine whether virtual work practices associated with digital nomadism had improved communication effectiveness among staff members.

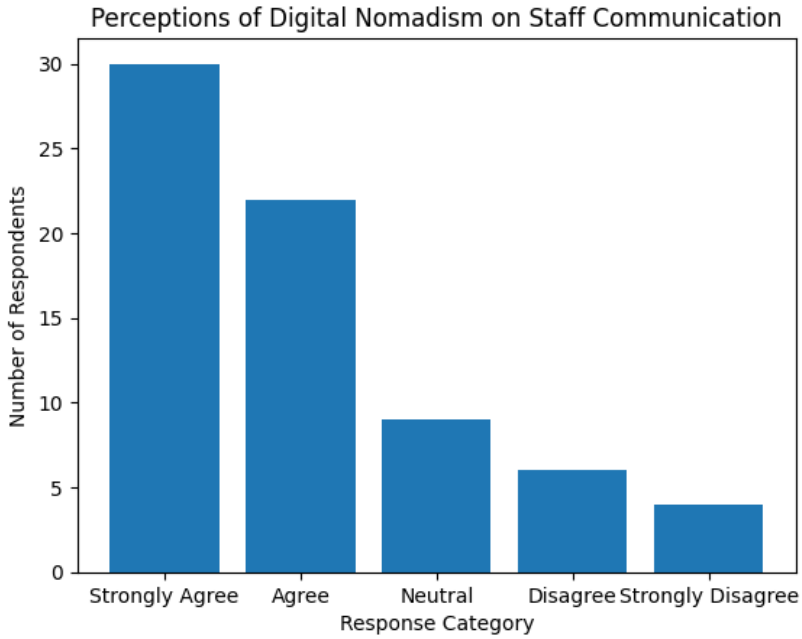
In this regard, respondents were presented with a statement and asked to indicate the extent to which they agreed or disagreed with it. The statement read: “Digital nomadism has improved communication among staff.” Participants were required to respond using a five-point Likert scale ranging from strongly agree, agree, neutral, disagree, to strongly disagree.

Their responses are presented as follows:

Findings from the questionnaire revealed that the majority of respondents (52 out of 71, representing 73.2%) either agreed or strongly agreed that digital nomadism had improved

communication among staff. Specifically, 30 respondents (42.3%) strongly agreed, while 22 respondents (31.0%) agreed that virtual work practices enhanced communication effectiveness. In contrast, 9 respondents (12.7%) were neutral, 6 respondents (8.5%) disagreed, and 4 respondents (5.6%) strongly disagreed with the statement.

The above information is presented in the following Bar graph indicated.




The respondents indicated that digital communication tools such as Zoom, Microsoft Teams, email, and WhatsApp were widely used and perceived as effective for coordinating daily tasks, holding meetings, and sharing information across departments and locations. Add statistics

Interview findings further supported these results, with participants noting that virtual platforms enabled timely meetings, quick information sharing, and improved coordination across geographical locations. Respondents highlighted that remote work arrangements reduced physical distance barriers and allowed for continuous engagement among staff, particularly between field offices and headquarters.

However, a minority of respondents (10 out of 71, representing 14.1%) reported experiencing communication delays. These challenges were mainly attributed to poor internet connectivity and

power outages, which occasionally disrupted virtual meetings and delayed responses, especially for staff working from remote locations.

The findings imply that digital nomadism has significantly transformed communication practices within UNICEF and World Bicycle Relief in Lusaka by enhancing efficiency, accessibility, and collaboration among staff. The high proportion of respondents (73.2%) who agreed or strongly agreed that communication had improved suggests that virtual work arrangements have become a viable and effective alternative to traditional face-to-face communication. This indicates that organizations operating in development and humanitarian sectors can successfully rely on digital platforms to maintain operational continuity even when employees are geographically dispersed.

The widespread use of platforms such as Zoom, Microsoft Teams, email, and WhatsApp implies that digital communication tools are central to organizational coordination and decision-making. This highlights the need for institutions to continue investing in digital infrastructure, standardized communication platforms, and staff training to sustain and enhance virtual collaboration. Improved communication also implies increased responsiveness, faster information flow, and better coordination between field offices and headquarters, which are critical for timely project implementation and service delivery.

However, the reported communication challenges experienced by a minority of respondents (14.1%) have important implications for organizational equity and reliability of virtual work systems. Poor internet connectivity and power outages may disadvantage staff working in remote or resource-constrained environments, potentially leading to delays, reduced participation in meetings, and uneven access to information. This suggests that while digital nomadism offers substantial benefits, its effectiveness is contingent upon reliable technological infrastructure.

#### 4.3.1.2Collaboration in Virtual Work Environments

Out of the 71 respondents, 52 respondents (73.2%) agreed that collaboration in virtual work environments was effective, citing improved coordination and ease of information sharing. 11 respondents (15.5%) were neutral, indicating that while virtual collaboration was functional, it depended largely on the nature of tasks involved. However, 8 respondents (11.3%) disagreed, noting that face-to-face interactions remained more effective for complexdiscussions and decision-making processes.

Observation data further supported these findings, as virtual meetings across the two institutions were generally well conducted. In most observed sessions, active participation was recorded

among staff, with structured discussions and consistent engagement,despite occasional interruptions.

**Table 4.6: Employees performance monitoring in virtual work environments at UNICEF and World Bicycle Relief**.

| Effects Identified | Number of Respondents | Percentage (%) |
|---|---|---|
| Difficultyin supervising staff remotely | 29 | 40.8 |
| Delayed feedback due to connectivity issues | 24 | 33.8 |
| Perceived pressure to remain constantly online | 18 | 25.4 |
| Total | 71 | 100 |

**Statistical Findings of the study and Interpretation.**

The findings indicate that difficulty in supervising staff remotely was the most frequently reported challenge, cited by 29 respondents (40.8%). This suggests that despite the availability of digital monitoring tools, supervisors still face limitations in overseeing employee performance without physical presence.Delayed feedback due to connectivity issues was reported by 24 respondents

(33.8%), highlighting the role of unstable internet connectivity and power supply as key barriers to effective real-time performance monitoring in virtual work environments.Additionally, 18 respondents (25.4%) indicated experiencing pressure to remain constantly online, suggesting that digital nomadism may blur work–life boundaries and create expectations of continuous availability, which can negatively affect employee well-being.

### 4.5 Digital Infrastructure and Virtual Workspaces

#### 4.5.1 Availability and Reliability of Digital Infrastructure

Findings from the questionnaire survey involving 71 respondents revealed mixed perceptions regarding the availability and reliability of digital infrastructure. A total of 39 respondents (55.0%) either agreed or strongly agreed that they had access to the necessary digital tools and infrastructure to support virtual work. However, a notable proportion of respondents, 20 (28.1%), disagreed or strongly disagreed, citing challenges related to unstable internet connectivity and inconsistent power supply. Additionally, 12 respondents (16.9%) remained neutral, indicating uncertainty or varying experiences depending on location and time.

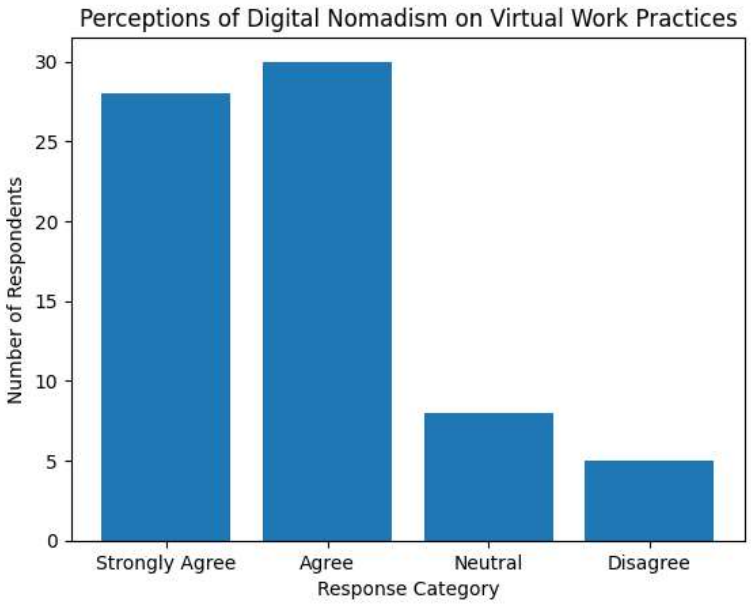
These quantitative findings were supported by interview data, where participants emphasized that frequent internet disruptions and power outages significantly interfered with their ability to attend virtual meetings, meet deadlines, and complete tasks efficiently. Observation data further corroborated these challenges, as several virtual work sessions were interrupted due to connectivity failures and power interruptions. Collectively, these findings suggest that although digital tools are generally available, their reliability remains a major constraint to effective virtual work.

#### 4.5.2 Influence of Digital Infrastructure on Work Practices

Regarding the influence of digital infrastructure on productivity, the majority of respondents expressed positive views. Specifically, 51 respondents (71.8%) agreed or strongly agreed that reliable digital infrastructure enhanced their productivity, collaboration, and overall work efficiency in virtual environments. In contrast, 11 respondents (15.5%) disagreed or strongly disagreed, while 9 respondents (12.7%) were neutral, indicating that the impact of infrastructure reliability on productivity varied among individuals.

Interview participants further explained that when internet connectivity and power supply were stable, they were able to work more efficiently, participate fully in virtual meetings, and collaborate effectively with colleagues. Although ICT support services were generally perceived as helpful, some respondents noted delays in accessing technical support, which occasionally disrupted workflow continuity. These findings imply that while reliable digital infrastructure significantly enhances productivity, infrastructure gaps and delayed technical support can undermine the effectiveness of virtual work arrangements.

Figure 1: Bar Graph




**Source:** Field Data (Questionnaires, Interviews and Observation Checklists, 2025)

**Bar Graph Interpretation:**

The bar graph indicates that the majority of respondents held positive perceptions regarding digital nomadism and its influence on virtual work practices. A combined total of 58 respondents (81.7%) either agreed or strongly agreed that digital nomadism enhances communication, performance monitoring, and productivity. This suggests widespread acceptance of virtual work arrangements within UNICEF and WBR.

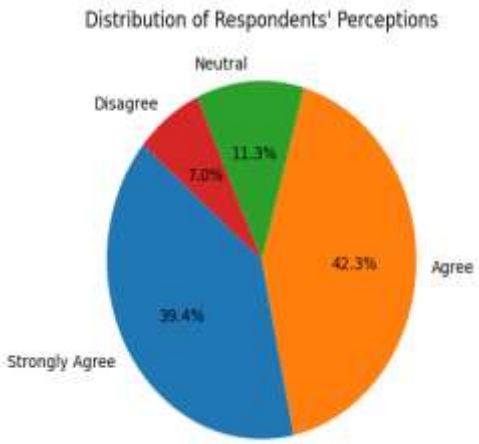
Figure 2: Pie Chart

**Source:** Field Data (Questionnaires, Interviews and Observation Checklists, 2025)

**Pie Chart Interpretation:**

The pie chart further illustrates that positive responses dominate the distribution, with Agree (42.3%) and Strongly Agree (39.4%) forming the largest segments. Only 7.0% of respondents disagreed, indicating minimal resistance, while 11.3% remained neutral, possibly reflecting infrastructural or contextual challenges such as internet connectivity and power reliability.

## 5.1 Discussion of the Findings




Despite the numerous opportunities presented by remote work and digital nomadism, respondents identified persistent effectsto influence the effectiveness of remote work arrangements. Based on the views and experiences of the respondents, several key themes emerged, including digital infrastructure and access to technology, communication and collaboration, productivity and work performance, employee motivation and job satisfaction, as well as challenges in monitoring and supervision. This section discusses these findings and illustrates how they shape remote work practices within the organisations studied.

### 5.1.3 Communication and Collaboration (Discussion of Findings)

The findings indicate that digital communication tools improved coordination and teamwork within the organisations. Virtual platforms reduced geographical barriers and enabled continuous interaction among staff. This suggests that digital nomadism can strengthen collaboration when

supported by effective communication systems. The findings align with Media Richness Theory, which emphasises that interactive communication channels enhance understanding and teamwork.

However, occasional delays in feedback highlight that technology alone does not guarantee effective communication. Organisational structures and clear communication protocols remain essential.

Implication: Organisations should establish structured communication guidelines and response timelines to enhance clarity and efficiency in virtual environments.

### 5.1.4 Productivity and Work Performance (Discussion of Findings)

The findings suggest that digital nomadism positively influenced productivity due to increased flexibility and autonomy. Employees were able to manage their schedules more effectively, which improved task completion. This supports Self-Determination Theory, which links autonomy to improved motivation and performance.

Nonetheless, productivity depended on stable internet connectivity and suitable home working conditions.

Organisations should adopt output-based performance evaluation systems and ensure employees have adequate digital super productivity.

### 5.1.5 Digital Infrastructure and Access to Technology (Discussion of Findings)

The findings demonstrate that access to reliable digital infrastructure significantly shaped employees' experiences with digital nomadism. Where technological tools were accessible and functional, work processes were smoother and more efficient. This supports the Technology Acceptance Model, which emphasises perceived usefulness and ease of use as determinants of effective technology adoption.

Limited connectivity or technical disruptions, however, negatively affected performance and communication.

Implication: Sustained investment in digital infrastructure, cybersecurity, and technical support is critical for effective remote work systems.

### 5.1.6 Challenges in Monitoring and Supervision (Discussion of Findings)

The findings reveal that monitoring and supervision were more complex in digital work settings. Reduced physical oversight required managers to adopt new supervision strategies focused on trust and performance outcomes rather than presence. This reflects principles of Organisational Control Theory, which highlights the shift from direct supervision to outcome-based control in remote contexts.

The challenges suggest that managerial adaptability is central to successful digital nomadism.

Implication: Organisations should train managers in virtual leadership and develop clear performance indicators to strengthen accountability and supervision in remote environments.

# CHAPTER FIVE

# SUMMARY, CONCLUSIONS, AND RECOMMENDATIONS

## 5.1 Overview

This chapter presents a summary of the study, conclusions drawn from the findings, and recommendations aimed at improving digital nomadism and virtual work practices at UNICEF and World Bicycle Relief in Lusaka, Zambia.

### 5.3.1 Summary of Key Findings

The study established that digital nomadism has significantly enhanced virtual communication within UNICEF and World Bicycle Relief in Lusaka. Findings from questionnaires, interviews, and observations indicated that the use of digital platforms such as email, video conferencing tools, and instant messaging applications facilitated timely information sharing, coordination, and collaboration among employees. Virtual communication reduced geographical barriers, enabled quicker decision-making, and supported continuous engagement among team members. However, the effectiveness of these communication tools was largely dependent on the availability of stable internet connectivity, highlighting the interdependence between digital nomadism and digital infrastructure.

The findings further revealed that employee performance in virtual work environments can be effectively monitored through the use of digital tools. Respondents reported that performance tracking mechanisms such as online reporting systems, task management platforms, regular virtual check-ins, and deliverable-based assessments contributed to enhanced accountability and productivity. Supervisors were able to monitor progress and evaluate outcomes without the need for physical supervision. This indicates that digital nomadism does not inherently reduce employee performance, but rather shifts performance management toward outcome-based evaluation. Nevertheless, some respondents noted challenges related to limited digital skills and inconsistent feedback, which occasionally affected the effectiveness of performance monitoring.

Additionally, the study found that digital infrastructure plays a critical role in supporting virtual work practices. While many respondents reported having access to essential digital devices and platforms, persistent challenges such as unstable internet connectivity and frequent power outages

negatively affected work efficiency, meeting participation, and task completion. Observation data confirmed disruptions during virtual meetings and delays in work delivery due to infrastructure-related constraints. These challenges were more pronounced during peak working hours and in locations with limited network coverage, underscoring the importance of reliable digital infrastructure for sustaining digital nomadism.

#### 5.4.1.2 Conclusion

This study highlights the strategic value of digital nomadism for organizations, showing that remote work can enhance communication, collaboration, and responsiveness across dispersed teams. These findings are important for managers and policymakers, as they demonstrate how supporting digital nomadism can improve productivity and operational agility.

The results also emphasize the role of digital tools and clear performance frameworks in maintaining accountability and ensuring high-quality outputs in virtual work settings. Additionally, reliable digital infrastructure emerges as a critical enabler, signaling where investments and policies are needed to fully realize the benefits of remote work.

Overall, the study provides actionable insights for strengthening organizational efficiency and resilience through thoughtfully implemented digital nomad practices

### 5.5.1 Recommendations

#### 5.5.1.2 Recommendations to UNICEF and World Bicycle Relief

1. **Invest in Reliable Digital Infrastructure**

Both organizations should enhance internet connectivity and implement backup power solutions to ensure uninterrupted virtual work, particularly in remote or field locations.

2. **Strengthen ICT Support Services**

Establish dedicated IT support for remote staff to quickly resolve technical issues, provide guidance on digital tools, and maintain smooth virtual operations.

3. **Develop Clear Remote Work Policies**

Create formal guidelines for digital nomadism, hybrid, and remote work arrangements, including expectations for communication, performance, and data security.

4. **Provide Regular Virtual Training**

Organize ongoing training sessions on digital tools, collaboration platforms, and cybersecurity best practices to improve staff competency and confidence in virtual work

#### 5.5.1.3 Policy Recommendations

UNICEF Zambia and World Bicycle Relief Zambia should collaborate with relevant service providers to improve organizational digital infrastructure and ensure reliable connectivity for virtual work.

Both organizations should adopt flexible work policies that support hybrid and fully remote arrangements, tailored to their operational needs and digital capabilities.

#### 5.5.1.4 Recommendations for Future Research

i. Conduct longitudinal studies on the long-term impact of digital nomadism on work practices.
ii. Expand research to other NGOs and public institutions in Zambia.
iii. Examine employee well-being and work-life balance under digital nomadism.

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## 8.1APPENDICES

### 8.1.2APPEN8.1.2APPEND

### 8.1.4 RESEARCH QUESTIONNAIRE

**Title of the Study**:

Exploring the Effects of Digital Nomadism on Virtual Work Practices: A Case of UNICEF and World Bicycle Relief in Lusaka, Zambia

**Researcher:**Starfford Muteba

Bachelor of Development Studies

University of Lusaka

**Introduction**

Dear Respondent,

You are kindly invited to participate in a research study entitled "Exploring the Effects of Digital Nomadism on Virtual Work Practices: A Case of UNICEF and World Bicycle Relief in Lusaka, Zambia." This study is conducted in partial fulfilment of the requirements for the Bachelor of Development Studies at the University of Lusaka.

Participation is voluntary, and all responses will be treated with strict confidentiality and used strictly for academic purposes. Please tick (✓) or circle the option that best represents your opinion.

(The full questionnaire used in data collection is attached.)

**Interview Guide: Digital Nomadism and Virtual Work Practices**

**Study Purpose:**

To explore how digital technologies influence virtual work practices and to understand the experiences of staff engaged in remote or hybrid work within UNICEF Zambia and World Bicycle Relief Zambia.

Duration: 45–60 minutes

Interviewee Selection:

Participants who are directly involved in virtual work, including managers, field officers, technical staff, and remote work practitioners.

**Section A: Demographic and Background Information**

1. Can you briefly describe your role and responsibilities in the organization?
2. How long have you been working with the organization?
3. How often do you engage in virtual or remote work?
4. What digital tools or platforms do you use regularly for your work?

Prompts: Examples of tools (e.g., RapidPro, project management systems, Zoom, Teams, email, data collection apps).

**Section B: Digital Tool Usage and Technology Adoption**

1. How would you describe your experience using digital tools for virtual work?
2. Which tools do you find most useful for your tasks, and why?
3. How easy or difficult is it for you to use these digital tools?
4. Have you encountered any challenges while using digital platforms or remote work systems?

Prompts: Training received, technical difficulties, user-friendliness, support from IT staff.

**Section C: Virtual Collaboration and Communication**

1. How do you coordinate with colleagues and supervisors while working remotely?
2. Which communication methods do you use most often (e.g., video calls, instant messaging, email)?
3. How effective do you think virtual collaboration has been in achieving organizational goals?
4. Have you experienced any communication gaps or misunderstandings in virtual work?

Prompts: Frequency of meetings, clarity of instructions, responsiveness, collaboration challenges.

**Section D: Work Performance and Productivity**

1. In your opinion, how has virtual work affected your performance and productivity?
2. Do digital tools help you complete tasks faster or more accurately?
3. Are there tasks that you feel cannot be done effectively virtually?
4. How does remote work impact your work-life balance?

Prompts: Examples of successful virtual projects, missed deadlines, or reduced workload stress.

**Section E: Organizational Support and Policies**

1. How supportive has the organization been in enabling virtual work?
2. Are there policies in place that guide hybrid or remote work arrangements?
3. What improvements could the organization make to better support virtual work?

Prompts: IT support, flexible schedules, training, feedback mechanisms, policy clarity.

**Section F: Digital Nomadism and Future Work Practices**

1. Do you consider yourself a digital nomad or remote worker? Why or why not?
2. How feasible is it to continue remote work in your role long-term?
3. What strategies or tools would enhance virtual work in the future?
4. Do you think the organization is ready to expand digital nomad or remote work arrangements?

Prompts: Adoption of new technologies, infrastructure improvements, organizational culture.

**Section G: Closing Questions**

1. Is there anything else you would like to share about your experience with virtual work?
2. Are there any challenges or opportunities that we haven't discussed?

Notes for the Interviewer:

- Encourage participants to provide examples and elaborate on responses.
- Record interviews with consent and take detailed notes.
- Follow the flow of conversation while ensuring all sections are covered.

- Use probing questions like “Can you explain further?” or “Could you give an example?” to gain deeper insights.

## APPENDIX B: INTERVIEW GUIDE

Title:Exploring the Effects of Digital Nomadism on Virtual Work Practices: A Case of UNICEF and World Bicycle Relief in Lusaka, Zambia

**Researcher**:Starfford Muteba

Bachelor of Development Studies

University of Lusaka

### Purpose of the Interview

The interview guide was designed to collect in-depth qualitative data on how digital nomadism influences:

I. Virtual communication
II. Employee performance monitoring
III. Digital infrastructure and virtual workspaces

Interviews were conducted among selected staff and key informants from UNICEF Zambia and World Bicycle Relief Zambia.

(The complete interview guide as administered during the study is attached.)

## 9.1 APPENDIX C: OBSERVATION CHECKLIST

**Study Title**:

Exploring the Effects of Digital Nomadism on Virtual Work Practices: A Case of UNICEF and World Bicycle Relief in Lusaka, Zambia

Purpose

The observation checklist was used to gather supplementary data through direct observation of virtual and physical work environments. The checklist focused on communication practices, performance monitoring, availability of digital infrastructure, and observed challenges related to digital nomadism.

(The full observation checklist is attached.

## 10.1APPENDIX D: DATA PRESENTATION FIGURES

Figure 1: Bar Graph Showing Respondents' Perceptions of Digital Nomadism

Source: Field Data (Questionnaires, Interviews and Observation Checklists, 2025)

Description:

The bar graph illustrates respondents' perceptions regarding the influence of digital nomadism on virtual communication, employee performance monitoring, and productivity within UNICEF and World Bicycle Relief. The majority of respondents expressed positive views towards digital nomadism.

Figure 2: Pie Chart Showing Levels of Agreement on Digital Nomadism

Source: Field Data (Questionnaires, Interviews and Observation Checklists, 2025)

Description:

The pie chart presents the distribution of respondents' levels of agreement concerning the effectiveness of digital nomadism in enhancing virtual work practices. Positive responses dominate, with minimal disagreement recorded.11. APPENDIX F: ETHICAL

## CONSIDERATIONS AND CONSENT

All participants were informed about the purpose of the study and their rights as respondents. Participation was voluntary, anonymity was guaranteed, and confidentiality of information was strictly maintained. Informed consent was obtained prior to administering questionnaires, interviews, and observation procedures.

### 4.1 RESEARCH QUESTIONNAIRE

Dear Respondent, you are kindly invited to participate in a research study entitled "Exploring the Effects of Digital Nomadism on Virtual Work Practices: A Case of UNICEF and World Bicycle Relief in Lusaka, Zambia." This study is being conducted by StarffordMuteba, a fourth-year student pursuing a Bachelor of Development Studies at the University of Lusaka.

**Instructions:**

Please tick (✓) or circle the option that best represents your opinion. All responses will be treated with strict confidentiality and used for academic purposes only.

**Section A: Demographic Information**

1. Gender:

☐ Male ☐ Female ☐ Prefer not to say

2. Age Group:

☐ 18–25 ☐ 26–35 ☐ 36–45 ☐ 46 and above

3. Position/Department: _____
4. Length of service in the organization:

☐ Less than 1 year

☐ 1–3 years

☐ 4–6 years

☐ Over 6 years

5. Current work arrangement:

☐ Fully remote

☐ Hybrid

☐ Office-based

**Section B: Digital Nomadism and Virtual Communication**

(Objective i: To assess the effect of digital nomadism on virtual communication)

Using a scale of 1–5, indicate your level of agreement:

(1 = Strongly Disagree, 5 = Strongly Agree)

1.Digital nomadism has improved communication among staff in my organization.

1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐

2.Virtual communication tools (e.g., Zoom, Teams, Email) are effective for my daily tasks.

1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐

3.I experience communication delays when working remotely.

1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐

4.Collaboration with colleagues is effective in a virtual work environment.

1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐

5.Digital nomadism has reduced face-to-face interaction challenges.

1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐

**Section C: Digital Nomadism and Employee Performance Monitoring**

(Objective ii: To examine how digital nomadism influences employee performance monitoring)

1.My performance can be effectively monitored in a virtual work environment.

1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐

2.Digital tools enable supervisors to track work progress efficiently.

1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐

3.Remote work has increased accountability among staff.

1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐

4.Performance feedback is timely in a digital work setting.

1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐

5.Digital nomadism has positively affected my productivity.

1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐

**Section D: Digital Infrastructure and Virtual Work Space**

(Objective iii: To analyse how digital nomadism is influenced by digital infrastructure)

1.I have reliable internet connectivity for virtual work.

1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐

2.Availability of digital tools enhances my virtual work experience.

1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐

3.Power supply reliability affects my ability to work remotely.

1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐

4.ICT support services are readily available when needed.

1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐

5.Digital infrastructure in Zambia supports effective digital nomadism.

1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐

**Section E: Overall Assessment**

1.Overall, digital nomadism enhances virtual work practices in my organization.

1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐

2.What challenges have you experienced with digital nomadism?

3.What suggestions do you have to improve virtual work practices

**5.1 INTERVIEW GUIDE**

**Title**:
Exploring the Effects of Digital Nomadism on Virtual Work Practices: A Case of UNICEF and World Bicycle Relief in Lusaka, Zambia

**Researcher:**StarffordMuteba
BachelorDevelopmentStudies
University of Lusaka

**Introductory Section**

**Good morning/afternoon.**

My name is **Starfford Muteba** a fourth-year student at the **University of Lusaka**, pursuing a Bachelor's Degree in Development Studies. I am conducting a study entitled **"Exploring the**

**Effects of Digital Nomadism on Virtual Work Practices: A Case of UNICEF and World Bicycle Relief in Lusaka, Zambia."**

The purpose of this interview is to explore how digital nomadism influences virtual communication, employee performance monitoring, and the role of digital infrastructure in enhancing virtual workspaces within UNICEF and World Bicycle Relief.

Your views and experiences are very important and will contribute to a better understanding of how flexible and location-independent work arrangements affect organizational work practices.

All information shared will be treated with **strict confidentiality** and used for **academic purposes only**. Participation is voluntary, and you may withdraw at any time without any consequences.

The interview will take approximately **30–40 minutes**. With your permission, I would like to record the discussion to ensure accuracy during analysis.

**Do you consent to participate in this interview?**
Yes ☐ No ☐

**SECTION A: Background Information**

1. What is your age? _____
2. What is your gender? _____
3. What is your current position or role in the organization? _____
4. How long have you worked with this organization? _____
5. What department or unit do you belong to? _____
6. Do you engage in virtual or remote work arrangements? If yes, for how long? _____
7. SECTION B: Digital Nomadism and Virtual Communication

**Objective 1: To assess the effect of digital nomadism on virtual communication among staff at UNICEF and World Bicycle Relief in Lusaka.**

1. How would you describe digital nomadism or remote working practices in your organization?

---

2. What virtual communication tools or platforms do you commonly use (e.g., Zoom, Teams, email, WhatsApp)?

---

3. How has digital nomadism affected communication among staff members?

---

4. What challenges, if any, do you experience in virtual communication while working remotely?

---

5. How does virtual communication compare to face-to-face communication in terms of effectiveness and coordination?

---

6. What measures could improve virtual communication among digital nomads and office-based staff?

---

**SECTION C: Digital Nomadism and Employee Performance Monitoring**

**Objective 2: To examine how digital nomadism influences employee performance monitoring in virtual work environments at UNICEF and World Bicycle Relief.**

1. How is employee performance monitored in a virtual or remote working environment?

---

2. Has digital nomadism changed the way supervisors track work progress and productivity? Please explain.

---

3. What tools or systems are used to monitor performance remotely?

---

4. What challenges do managers and employees face in performance monitoring under digital nomadism?

---

5. In your view, does remote work affect accountability and work discipline? Why or why not?

---

6. What strategies can be adopted to enhance effective performance monitoring in virtual work settings?

---

**SECTION D: Digital Infrastructure and Virtual Workspaces**

**Objective 3: To analyse how digital nomadism is influenced by digital infrastructure in enhancing a virtual workspace.**

1. How would you assess the availability and reliability of digital infrastructure (internet, electricity, devices) for virtual work?

---

2. How does internet connectivity affect your ability to work remotely?

---

3. What digital tools or technologies support your virtual work activities?

---

4. What challenges do you experience due to inadequate digital infrastructure?

---

5. How does digital infrastructure influence productivity and collaboration in a virtual workspace?

---

6. What improvements in digital infrastructure would enhance effective digital nomadism?

---

**SECTION E: Coping Strategies and Recommendations**

1. What coping strategies do you use to manage challenges associated with digital nomadism?

---

2. How supportive is your organization in facilitating effective remote or virtual work?

---

What policies or practices could be introduced to better support digital nomads?

---

4. What recommendations would you make to improve virtual work practices at UNICEF and World Bicycle Relief?

---

**Closing Statement**

Thank you very much for your time and for sharing your experiences. Your insights are extremely valuable to this study. The information you have provided will be used solely for academic purposes and will contribute to a better understanding of how digital nomadism affects virtual work practices and organizational effectiveness.

**6.1 OBSERVATION CHECKLIST**

**Title**

Exploring the Effects of Digital Nomadism on Virtual Work Practices: A Case of UNICEF and World Bicycle Relief in Lusaka, Zambia

Organization Observed:☐ UNICEF Zambia ☐ World Bicycle Relief Zambia

**Location (Physical/Virtual): _____**

**Date: _____**

**Time: _____**

**Observer: _____**

**A. Virtual / Physical Work Environment**

| Item | Yes | No | Remarks |
|---|---|---|---|
| Work environment supports virtual/remote work | ☐ | ☐ | |
| Reliable internet connectivity is available | ☐ | ☐ | |
| Required digital tools and devices are available (computers, software, platforms) | ☐ | ☐ | |
| Power supply is stable during observation | ☐ | ☐ | |
| Workspace is conducive to productivity (quiet, organized) | ☐ | ☐ | |

**B. Virtual Communication Practices**

*(Objective i: To assess the effect of digital nomadism on virtual communication)*

| Item | Yes | No | Remarks |
|---|---|---|---|
| Virtual meetings are conducted effectively | ☐ | ☐ | |
| Digital communication platforms are actively used | ☐ | ☐ | |

| Item | Yes | No | Remarks |
|---|---|---|---|
| Communication among staff is timely and clear | ☐ | ☐ | |
| Staff participate actively during virtual meetings | ☐ | ☐ | |
| Coordination between remote and office-based staff is evident | ☐ | ☐ | |

**C. Employee Performance Monitoring**

*(Objective ii: To examine how digital nomadism influences employee performance monitoring)*

| Item | Yes | No | Remarks |
|---|---|---|---|
| Performance monitoring tools are in use | ☐ | ☐ | |
| Tasks and deliverables are clearly defined | ☐ | ☐ | |
| Supervisors track work progress virtually | ☐ | ☐ | |
| Feedback is provided through digital platforms | ☐ | ☐ | |
| Accountability mechanisms are evident | ☐ | ☐ | |

**D. Digital Infrastructure and Virtual Workspace**

*(Objective iii: To analyse how digital infrastructure influences virtual workspaces)*

| Item | Yes | No | Remarks |
|---|---|---|---|
| Adequate internet speed supports work activities | ☐ | ☐ | |

| Item | Yes | No | Remarks |
|---|---|---|---|
| Digital platforms enhance collaboration | ☐ | ☐ | |
| Staff demonstrate ability to use digital tools effectively | ☐ | ☐ | |
| Technical support is available when needed | ☐ | ☐ | |
| Infrastructure supports productivity and efficiency | ☐ | ☐ | |

**E. Challenges Observed**

| Item | Yes | No | Remarks |
|---|---|---|---|
| Internet connectivity challenges observed | ☐ | ☐ | |
| Power outages disrupt virtual work | ☐ | ☐ | |
| Communication breakdowns occur | ☐ | ☐ | |
| Difficulties in monitoring performance remotely | ☐ | ☐ | |
| Environmental or external disruptions noted | ☐ | ☐ | |

**F. Overall Assessment**

| Item | Yes | No | Remarks |
|---|---|---|---|
| Virtual communication is effective | ☐ | ☐ | |
| Performance monitoring is adequately managed | ☐ | ☐ | |

| Item | Yes | No | Remarks |
|---|---|---|---|
| Digital infrastructure supports digital nomadism | ☐ | ☐ | |
| Objectives of virtual work appear to be met | ☐ | ☐ | |

**G. Additional Comments / Notes**

---

6.

**Observer's Signature: _____**

**Date: _____**

**Note:**

The information collected through this observation checklist will be used solely for **academic purposes** and will contribute to understanding how **digital nomadism influences virtual communication, employee performance monitoring, and the effectiveness of digital infrastructure** at UNICEF and World Bicycle Relief in Lusaka, Zambia.