Transforming Communities, Changing Behaviours & Saving Lives at the Last-mile using Technology

ZMQ
Technology for Development

ZMQ Development is a non-profit organization that aims to improve the lives of underserved and marginalized communities by addressing challenges in healthcare, climate change, livelihoods and education through the use of data-driven technologies, behavioral insights and innovative solutions. ZMQ helps communities create meaningful change by challenging harmful social norms and using a systemic approach that ensures impact is sustainable and scalable. Its programs are tailored to local contexts, ensuring solutions remain relevant, inclusive and community-owned across diverse geographies.

As a non-profit, ZMQ operates through two complementary arms. Its **Community Implementation arm** focuses on direct, on-the-ground engagement with communities to improve lives using technology while its **Technical Assistance arm** provides partners with technology, training and operational support to strengthen implementation and scale impact.

Established in 1998 in New Delhi, ZMQ is a pioneer in digital transformation, delivering 230+ behaviour-change projects and 65+ system-change solutions, reaching over 275 million people worldwide.

Through a South-South collaboration model, ZMQ scales proven innovations across LMICs including Uganda, Rwanda, Afghanistan and DR Congo with offices in Kampala and Montreal; supporting its growing global impact.

Vision: To build an inclusive society where every underserved community has access to quality healthcare and dignified livelihoods.
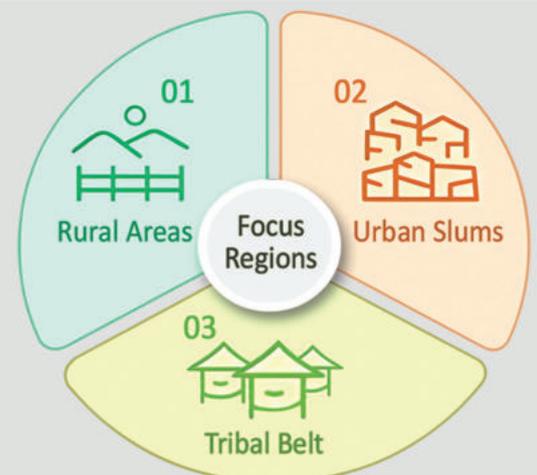
Mission: To transform underserved communities through data-driven technologies, behaviour change tools by delivering equitable healthcare and creating dignified livelihoods rooted in community engagement, inclusion and empowerment.

— **ZMQ's Multi-Dimensional Approach** —

Reaching the Unreached

ZMQ supports underserved, marginalized and vulnerable communities, with a particular focus on women and girls. Its work spans low-indicator geographies (aspirational blocks and districts) across diverse settings - including rural areas, tribal belts and urban slums. ZMQ's models are designed to operate effectively at scale.

ZMQ also works in fragile and crisis-affected settings such as war zones, conflict areas and refugee camps.

01 Rural Areas
02 Urban Slums
03 Tribal Belt
Focus Regions

Holistic Development Approach

ZMQ's holistic development approach, symbolized by a coloured sphere, recognizes the deep interconnections between social development domains. Progress in one area sparks ripple effects in others, collectively enhancing overall quality of life.

Healthcare

Education

Climate Change

Agriculture

Livelihood

Diversity & Inclusion

ZMQ's Three Pillars for Integrated Development Impact

At ZMQ, development is integrated - technology-led, grounded and evidence-driven. Our work rests on three equally strong pillars, each reinforcing the others and intersecting continuously: technology informs implementation, implementation strengthens data, and data improves design. This integrated model ensures every investment translates into measurable outcomes, transparency and sustained impact.
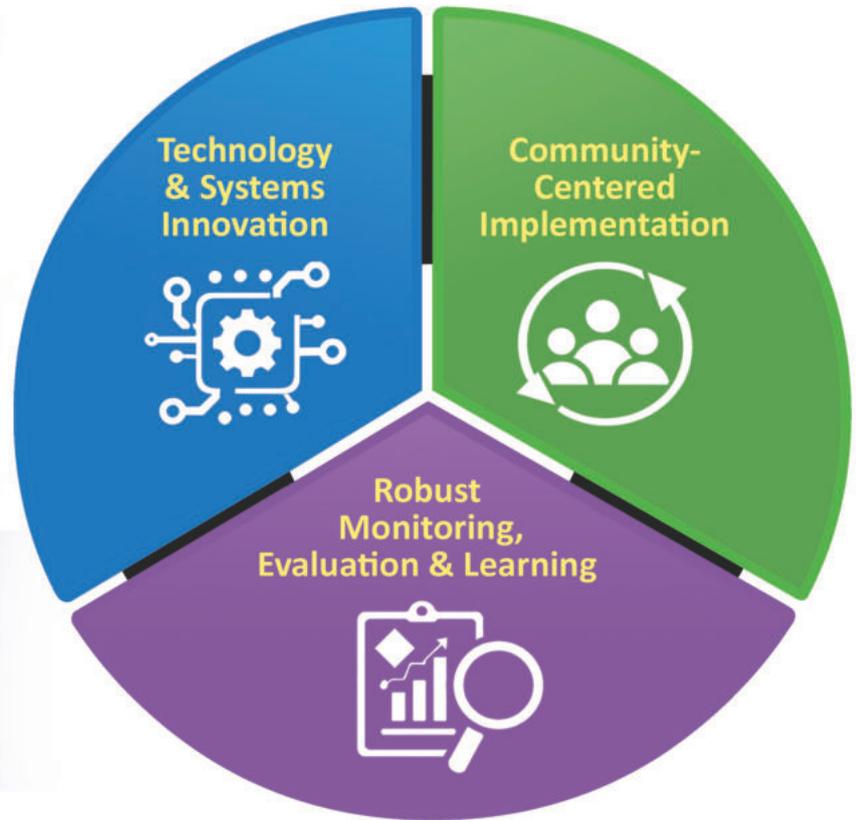
1 Technology & Systems Innovation
- Digital innovations & platforms
- AI & data systems
- Scalable tech solutions
- Digital SBCC & behavioural design

2 Community-Centred Implementation
- Community engagement & co-creation
- Last-mile delivery & access
- On-ground deployment & partnerships
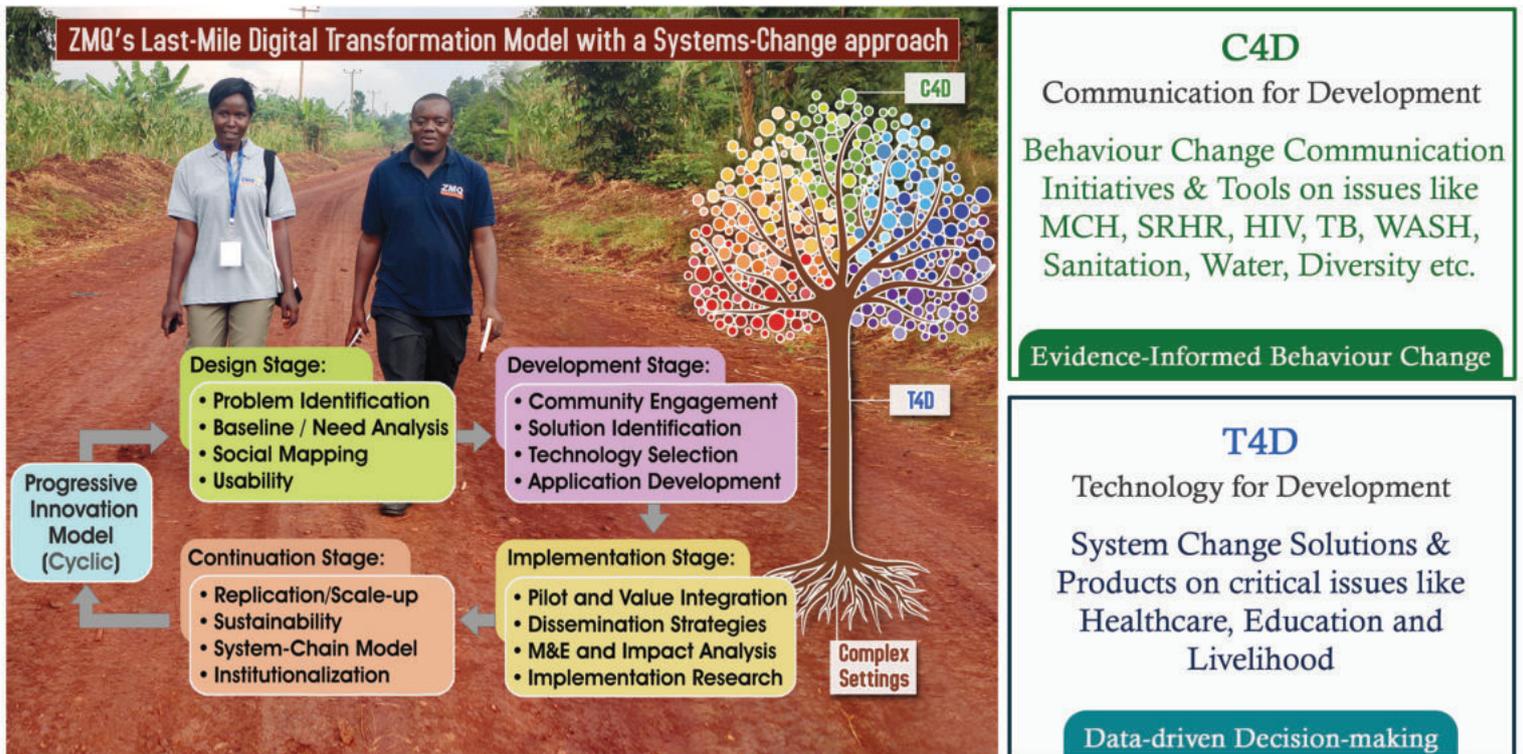- Capacity strengthening

3 Monitoring, Evaluation, Research & Development
- Real-time dashboards & data systems
- Evidence generation & learning
- Impact & outcomes tracking
- Scale, replication & knowledge sharing

Technology & Systems Innovation

Community-Centered Implementation

Robust Monitoring, Evaluation & Learning

ZMQ's Digital Transformation Model-Harnessing Technology for Ground-Level Impact

ZMQ's last-mile digital transformation is grounded in data justice and community ownership, integrating its T4D framework with C4D behavior-change tools and a progressive innovation model to deliver programs that are impactful, transparent and measurable. Leveraging artificial intelligence and decades of grassroots data, ZMQ generates predictive insights and informed decision-making that improve outcomes and drive sustainable change.

ZMQ's Last-Mile Digital Transformation Model with a Systems-Change approach

C4D

T4D

Progressive Innovation Model (Cyclic)

Design Stage:
- Problem Identification
- Baseline / Need Analysis
- Social Mapping
- Usability

Development Stage:
- Community Engagement
- Solution Identification
- Technology Selection
- Application Development

Continuation Stage:
- Replication/Scale-up
- Sustainability
- System-Chain Model
- Institutionalization

Implementation Stage:
- Pilot and Value Integration
- Dissemination Strategies
- M&E and Impact Analysis
- Implementation Research

Complex Settings

C4D
Communication for Development

Behaviour Change Communication Initiatives & Tools on issues like MCH, SRHR, HIV, TB, WASH, Sanitation, Water, Diversity etc.

Evidence-Informed Behaviour Change

T4D
Technology for Development

System Change Solutions & Products on critical issues like Healthcare, Education and Livelihood

Data-driven Decision-making

ZMQ as Community Implementation Arm

ZMQ is a women-centric technology organization, with 95% of beneficiaries being women, girls and children, that creates inclusive digital solutions to empower them in health, livelihoods and climate action. By working closely with frontline health workers, ZMQ supports community development and drives sustainable change from the ground up.

MIRA CHANNEL
Mobile Phone-based Maternal & Child Health for Rural Women

PROBLEM

Maternal and Child Health (MCH) remains a major concern in India and other developing countries. Systemic inequities, gender discrimination, malnutrition and weak primary care leave women with poor awareness and limited access to quality services. Inadequately trained, overburdened health workers and fragile health systems further delay care and worsen outcomes.

SOLUTION

MIRA is an integrated mobile-based platform that provides health communication to rural women. It is used by community health workers (CHWs) during their weekly home visits to deliver timely information, share health tips, track women and children, monitor high-risk pregnancies and connect with life-saving health services.

OUTCOME

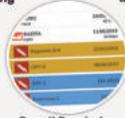| Stronger Health Systems Better-trained health workers	Women Empowerment Informed, proactive mothers
Early Risk Detection Timely identification and referral of high-risk pregnancies	Improved MCH Indicators Lower MMR/IMR, higher institutional deliveries & ANCs

SAKHEE
Immunization in Urban-Slums by engaging Transgenders

Beneficiary Mapping

Mobile Tracking

Digital Story Telling & Talking Comics

Recall Reminder System

Immunization Delivery

दुआ के साथ–साथ दवा भी है ज़रूरी

अपने बच्चे का संपूर्ण टीकाकरण करवाना है ज़रूरी

PROBLEM

Overcrowded urban slums often characterized by poor sanitation, vaccine hesitancy, fragmented and migratory populations, poverty-driven priorities, lack of trust in health systems and the absence of data and digital tools make immunization delivery extremely challenging.

SOLUTION

Overcrowded urban slums often characterized by poor sanitation, vaccine hesitancy, fragmented and migratory populations, poverty-driven priorities, lack of trust in health systems and the absence of data and digital tools make immunization delivery extremely challenging.

OUTCOME

Wider Community Reach and Identification	Higher Immunization Referrals and Uptake
Reduced Vaccine Hesitancy	Successful Conversions

Stage I: Active Ground Building
Learning Tools/ Digital Stories/ Interactive Games/ ACSM

Stage II: Active Case Finding
Door-to-Door Screening / Testing / Referrals

Stage III: Active Patient Compliance
Patient tools for Evidence based Reporting (VOT)

Stage IV: Community-led Supervision
Group Active Compliance/ Family ACTS / Monitoring

Stage V: Active Treatment Management
OUT-TB Platform/DMCs/TB Units/Nikshay Integration

Stage VI: Active Ground Assessment
Spatiotemporal Epidemiological Model / e-Predict

PROBLEM

India and several African countries carry a high TB burden, contributing to global cases and deaths. Poverty, malnutrition, overcrowding, and poor ventilation worsen the crisis. TB-HIV co-infection remains a leading cause of death, while stigma and low awareness drive patients to hide symptoms. Missed treatment doses fuel dangerous drug-resistant TB. Migration, conflict and displacement further disrupt treatment and spread the disease to new areas.

SOLUTION

FreedomTB's ACTS (Active Care & Treatment Strategy) is a six-stage holistic and tech-enabled community-led model. Its core is being 'active' which uses digital strategies like behaviour change, case finding, adherence to treatment and video observed treatment (VOT) to reduce stigma and build peer support networks which supports patients in remote areas.

OUTCOME

Empowered Communities Raise TB awareness and change behaviour	**Early Detection** Spot TB in vulnerable groups
Digital Tools Streamline screening, referral and care	**Treatment Adherence** VOT keeps patients on track
Better Outcomes Higher cure, follow-up and adherence rates	**Frontline Training** Equip workers and integrate with NIKSHAY

MIRA is ZMQ's backbone model which bridges the last-mile through an integrated approach that combines door-to-door engagement, behaviour change communication, tech-enabled patient tracking and real-time data thereby harnessing AI and grassroots insights to predict emerging health trends. A few of the programs are:

PROJECT VISHWAAS
Childhood Pnemonia

SEHAT SAATHI
Non-Communicable Diseases

INFORM
Screening Mental Health

FREEDOM POLIO
Polio

FREEDOM HIV/AIDS
HIV/AIDS

THE GAME CHANGER
Sexual Reproductive Health & Rights

MIRA Model of Delivery

Communication
- Pre-natal Care
- Immunization
- New-born Care
- Family Planning
- Adolescent Girl Health

Progress Tracking
- Pregnancy weekly
- Immunization Tracker
- ANC Tracker
- Post Natal Care Tracker
- Menstrual Cycle Calculator

Service Delivery
ANM Module
- ANC Visits (PHC)
- High Risk Pregnancy
- RI & SIA Rounds
- Institutional Delivery
- Emergency Services

VAS
Nine Minutes
- Decision-making Stories
- Social Mobile Games
- IoT based Toys
- Training Tools
- Skills Development

VAS | Service Delivery | Progress Tracking | Communication

Thematic Areas

Home visit by a Community Health Worker (VHT) with MIRA Toolkit in Bugembe in Jinja district, Uganda

HATCHING HOPE INITIATIVE
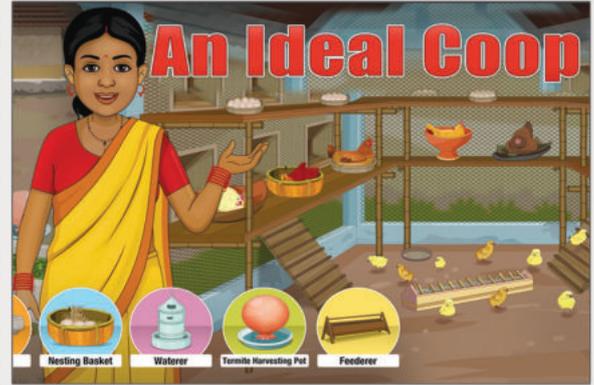## Improving Nutrition and Entrepreneurship Training in Tribal Areas

PROBLEM

Undernutrition and economic inequality in India continue to weaken women's health, especially in tribal and rural areas. Limited nutrition and healthcare reduce their strength and productivity, restricting access to education and entrepreneurship. This traps families in cycles of poverty and intergenerational malnutrition.

SOLUTION

Hatching Hope India empowers women in tribal Mayurbhanj, Odisha, through backyard poultry farming to improve nutrition and create sustainable livelihoods. The program blends digital and non-digital training, community mobilization, strong implementation and real-time monitoring via a live dashboard.

OUTCOME

Improved Household Nutrition Increased access to poultry and eggs	**Enhanced Women's Income** Women earn through poultry entrepreneurship
Built Entrepreneur Network Training, market links and live monitoring	**Improved Living Standards** Health, education and well-being

Facilitated Sustainable Funding
Support for future entrepreneurship programs

AAJEEVIKA CONNECT
Mobile Open School

Mobile Open School is a universal platform that provides digital, skill-based training to low-literate women in rural and tribal areas through micro-classrooms. It builds farm, off-farm and non-farm skills using interactive role-play simulations in local languages, delivered in group sessions of 15–20 women; ideal for Self Help Groups. The program offers soft-skills training in financial literacy, packaging, branding and marketing.

WOMEN CONNECT
Rural Women Entrepreneurship

KAUSHAL FOR MARGINALIZED
Skill development for marginalized

CONNECT-2-CLIMATE
Strengthening Climate Resilience & Adaptation

PROBLEM

India ranks among world's most climate-vulnerable nations with 80% of its population living in districts exposed to hydro-meteorological disasters. Floods, droughts, cyclones, heatwaves and shifting monsoons are already threatening health and livelihoods, making climate change a public health emergency that demands early detection, surveillance, preparedness and adaptive action.

Vector-borne diseases	**Waterborne infections**	**Heat-related illnesses**
malaria, dengue, chikungunya are spreading to new regions.	cholera, typhoid and diarrhea outbreaks are increasing due to extreme rainfall and flooding.	exhaustion and heat strokes are rising in frequency and intensity, along with worsening air quality.

SOLUTION

AI-Based Epidemiological Preparedness for Urban Slums
Uses AI to strengthen early disease detection, real-time health surveillance and targeted epidemiological interventions in vulnerable urban-slum communities.

AI-Based Vulnerability Index on Climate Change and Health
AI-driven tool assessing community vulnerability to climate-related health risks by analysing environmental, health and socio-economic data enabling targeted interventions and real-time monitoring

OUTCOME

Identification of high-risk population and geographic hotspots for climate-related health threats.	Early warning and targeted interventions to prevent outbreaks and malnutrition.
Scalable, evidence-based solutions to mitigate climate health impact and protect at-risk population.	Strengthened epidemiological preparedness and health system in vulnerable communities.
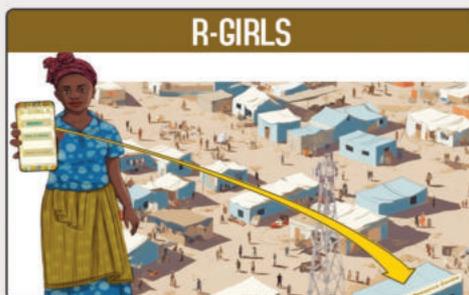
SOUTH-SOUTH COLLABORATION
Expanding Programs in LMICs

ZMQ scales its proven solutions to LMICs, adapting and contextualizing them to local needs; replicating in Afghanistan, Uganda, DRC and Haiti; collaborating with indigenous communities in Quebec. ZMQ continues to expand its initiatives across these regions, ensuring it remains locally relevant and globally impactful.

MIRA AFGHANISTAN

FREEDOMTB UGANDA

SRHR AFRICA

R-GIRLS

MAWE TATU

WINDOW OF QUEBEC

01 Technology & Systems Innovation

Communication for Development - C4D

ZMQ's *Communication for Development (C4D)* model is a two-way, interactive process that empowers communities to participate in decisions affecting their lives. By strengthening grassroots Social & Behaviour Change Communication strategies, it serves as a powerful tool to reduce inequities, build inclusive communities and promote social justice.

Role-Play Games

ZMQ uses role-play games to drive behaviour change by simulating real-life challenges. Users face real-life challenges, build problem-solving skills and adopt values and behaviours by following role models.

Decision-Tree based Storytelling

ZMQ uses decision-tree strategies by presenting multiple scenarios, where each scenario has an alternate course of action and its possible consequence. This enable users learn from their decisions and its outcomes, thus inculcating sustainable behaviour change.

m-Training Tools

ZMQ uses edutainment (*educational-entertainment*) based approach to build digital tools for capacity building, training and awareness generation. It is successful to train CHWs, ANMs, Field Coordinators, and Para-medics.
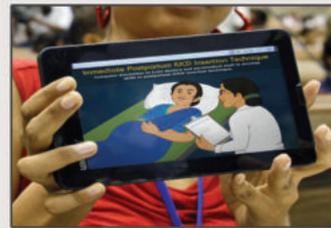
IoT Toys & AI-based Wearables

Promote health through continuous sensing, personalized feedback and real-time motivation for adopting healthy behaviours. These devices enhance self/community care by tracking health data, predicting risks and guiding healthier choices.

Technology for Development - T4D

ZMQ's Technology for Development (T4D) Model is a dynamic framework that harnesses the power of technology, data and artificial intelligence to accelerate social transformation. The T4D approach is scalable, replicable and interoperable, enabling seamless integration with existing systems. The model embeds robust monitoring and evaluation mechanisms powered by real-time data analytics and AI-driven insights.

ZMQ's Triple Impact Model

ZMQ's Triple Impact Model leverages artificial intelligence and two decades of grassroots data to drive development through forecasting trends, predictive insights and informed decision-making, thereby strengthening public health, advancing climate resilience and transforming social behaviours.

1. IoT for Development
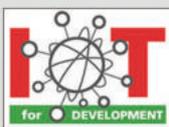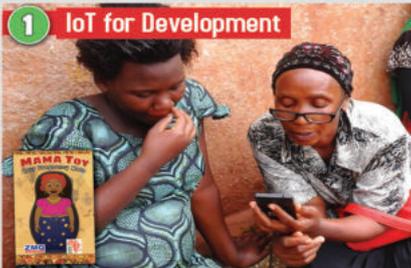
Collecting grassroots data and embedding IoT tools in the ecosystem of disconnected regions to generate ground-level data and knowledge. The process is based on data justice

2. AI for Development

Designing AI models to empower communities and policymakers by using ground-level data to generate actionable insights, deliver life-enhancing solutions and support decision-making

3. Research 4 Development

Generating evidence by rigorously testing models and applications through scientific methods and translating the findings into practical solutions that drive sustainable human development

YourStoryTeller

ZMQ's tool shares multilingual digital stories on social issues, gathers user responses and converts them into behaviour insights through analytics. It works in three stages: Design (community workshops), Digitize (create stories) and Disseminate (share widely).

Social Mobilization

ZMQ drives mass reach and impact through diverse channels such as door-to-door outreach, MIRA theatres, kiosks, roadshows, community events, schools, SHGs and PHCs, ensuring deeper community engagement and wider participation.

Data Analytics & User Behaviour:

ZMQ applies scientific methods in digital C4D solutions to measure SBCC impact by developing in-app KPIs, capturing KAP and using tracker points and pre/post-tests to analyze behaviours, identify gaps and create customized pathways for positive change.

User Behaviours

Sessions	Start Time	Gender	End Time	Relation	Risk	Impulse	Path	Decision 1	Decision 2
1	16:23:52	Male	16:24:34	5/50	13/50	13/50	ZMQ / Send	74	73
2	16:24:34	Female	16:25:05	5/60	13/60	13/60	ZMQ / Send	83	57

MIRA-PHC Connect Model (Live-Data)

MIRA Toolkit

ANM Toolkit

Name of Woman	House No.	Date of Registration	LMP	Current Week	Week 1	Week 2	Week 3	Week 4	Week 5	Week 6	Week 7	Week 8	Week 9	Week 10	Week 11	Week 12	Week 13	Week 14	Week 15	Week 16	Week 17	Week 18	Week 19	Week 20	Week 21	....	....	Week 39	Week 40	ANC 1	ANC 2	ANC 3	ANC 4	Outcome	Outcome Date	Outcome Place
Birvati	14	05/04/2014	04/03/2014	37																										✗	✓	✓			
Suman	49	05/01/2014	04/12/2014	CC																										✓	✓	✓		Delivered	08/09/2014 Dist. Hospital
Meenu	38	11/06/2014	10/05/2014	27																										✗	✓	?			
Sadiqa	50	30/09/2014	30/07/2014	16																										✓	✗				
Monisa	24	28/03/2014	11/02/2014	40																										✗					
Anita	98	30/08/2014	01/07/2014	20																															

- ■ Real-Time Dashboards & Data Systems
- ■ Data Analytics & User Behavior Insights
- ■ Evidence Generation & Learning
- ■ Impact & Outcomes Tracking
- ■ Scale, Replication & Knowledge Sharing
- ■ Research Publications & Knowledge Leadership

This integrated approach ensures programs remain responsive, scalable and evidence-driven while contributing to global knowledge through research publications and peer-reviewed evidence.

ZMQ as Technical Assistance Arm

ZMQ provides technical assistance to partners and donors by equipping them with technology, delivering training, building capacities and offering ongoing support to strengthen their initiatives.

CSR
ZMQ partners with corporates and foundations to design and implement CSR-aligned projects that address critical social issues. For example, with Philips Foundation, ZMQ leverages CSR funding to create impactful health programs at the grassroots.

CO-DEVELOPMENT
ZMQ co-develops tech projects with NGOs, donors and multilateral agencies by combining their resources, expertise and network. For example, with Save the Children, codeveloped Childhood Pneumonia initiative.

CONSULTING
ZMQ develops customized tools and technologies for corporates, NGOs and donors; either as their stand-alone products or with implementation strategies. For example, ZMQ developed behavior change and training tools for Jhpiego.

RESEARCH
ZMQ collaborates with academic and research institutions to conduct studies and pilots, generating evidence and publishing findings. This strengthens credibility, contributes to global knowledge and encourages collaborative research.

Quick Pick Solutions

HEALTHCARE
- Health Awareness & Behavior Change (SBCC)
- Digital Patient Monitoring & Care Continuity
- mHealth & Connected Care Systems
- Community Health Workforce Training & Support
- AI-Driven Disease Surveillance & Early Detection
- AI-Powered Epidemic Intelligence & Community Health

EDUCATION AND TRAINING
- Education, Training & Capacity Building
- Immersive & Innovative Learning Technologies
- AI-Driven & Personalized Digital Learning Platforms
- Interactive Content & Educational Games

LIVELIHOOD SOLUTIONS
- Livelihood & Micro-Entrepreneurship Support
- Women's Entrepreneurship & Financial Literacy
- Rural Skills Development and Capacity Building
- AI-Enabled Platforms for Rural Economic Growth

CLIMATE CHANGE AND ENVIRONMENT
- Climate Change & Environmental Protection
- Disaster Preparedness, Response & Resilience
- Community Awareness & Behavioural Change
- Early Warning & Weather Preparedness Systems
- Environmental Monitoring & Smart Technologies
- Capacity Building & Sustainable WASH Solutions

AGRICULTURE AND RELATED INFORMATION
- Farmer Capacity Building
- Water & Irrigation Management Solutions
- AI-Driven Crop Monitoring & Advisory
- Weather Forecasting & Climate Advisory Tools

DIVERSITY & INCLUSION
- Awareness and Training
- AI-assisted Tools for Bias Reduction
- AI-driven Behaviour and Data-Driven Insights
- Programs to Empower Women LGBTQ+

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