



**Impact Assessment - Environment Sustainability: Adoption
of Public Green Belt & Maintenance**

DLF Limited

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Executive Summary

Programme title	Environment Sustainability - Adoption of Public Green Belt & Maintenance			
Implementing partner	DLF Foundation			
Programme overview	DLF Foundation, in collaboration with the Gurugram Metropolitan Development Authority (GMDA), undertook an initiative to adopt, develop, and maintain public green belts across key urban corridors in Gurugram. Prior assessments by GMDA had revealed that several green belts along major public roads were either non-existent or in a severely degraded condition, resulting in discontinuous green cover and reduced ecological value within the city landscape. Responding to this need, the programme focused on establishing structured plantations within designated public green belt areas to restore ecological balance and enhance environmental sustainability in the urban context. Through systematic plantation activities, sustained maintenance efforts, and close coordination with GMDA, the initiative aimed to create uniform, well-maintained green stretches across Gurugram’s major road networks. The programme also aligns with National Missions - Green India Mission's Sub-mission 3 related to enhancing tree cover in urban and peri-urban areas.			
Programme Location Entity & Contribution	Programme Location	Entity	Contribution (INR)	Programme Period
	Plantation in Sector 83/84	DLF Ltd	INR 19.79 Cr. ¹	FY 2023-24
	Plantation in Sector 93/94			
	Plantation in Sector AIT Chowk to Medawas			
	Plantation in Sector 67/68			
	Plantation in Sector 75/75A, 76/77			
	Plantation in Sector 73/74			
	Plantation in Sector 91/92			
Direct Beneficiaries	General public residing in the intervention area			
Problem statement	Gurugram, like many urban cities, faces challenges related to environmental sustainability, particularly in terms of its green spaces. The rapid urbanisation has led to the reduction of natural greenery, contributing to air pollution, climate change, and loss of biodiversity. The programme aimed at plantation and greening drives in public spaces in several sectors of Gurugram. The programme involved adoption of green belts for plantation in partnership with the Government.			
SDG alignment	3 GOOD HEALTH AND WELL-BEING 11 SUSTAINABLE CITIES AND COMMUNITIES 13 CLIMATE ACTION 15 LIFE ON LAND 17 PARTNERSHIPS FOR THE GOALS			

¹ CSR Annual Action Plan FY 2023-24 (DLF Foundation)

Summary of Findings

A comprehensive account of Deloitte's observations and results from the impact assessment study of the DLF Foundation's supported programmes within the OECD DAC framework parameters.

Parameter	Rationale	Score
Relevance	The establishment of plantations within designated green belt areas was well aligned with the environmental and social needs identified in the programme context. By contributing to the restoration of natural habitats and the improvement of air quality, the intervention directly addressed priority community needs related to environmental degradation and limited access to healthy public spaces. These outcomes were particularly relevant to enhancing overall well-being, as the cleaner, greener surroundings supported improved physical health, reduced exposure to pollutants, and created spaces conducive to stress reduction and mental well-being.	
Coherence	- The programme demonstrated strong internal and external coherence by aligning its activities with the priorities, policies, and mandates of urban governance institutions. By collaborating closely with GMDA and other local government stakeholders, the intervention ensured consistency with existing urban planning frameworks, environmental regulations, and city-level sustainability strategies. - Furthermore, the programme complemented broader environmental and urban development efforts by transforming underutilized pathways, road dividers, and junction points into functional green belts that contributed to Gurugram's ecological network. - It aligns externally with broader international frameworks and global priorities under SDG 3 (Good Health and Well-Being), SDG 11 (Sustainable Cities and Communities), SDG 13 (Climate Action), SDG 15 (Life on Land) and SDG 17 (Partnerships for the Goals).	
Effectiveness	- The programme achieved significant progress by adopting approximately 4,57,872 sqm of green belts in FY 2023–24 and sustaining the maintenance of an additional 51,558 sqm from FY 2022–23. This resulted in a total of 5,09,430 sqm of green areas effectively brought under systematic development and upkeep, demonstrating clear delivery against planned outputs. - The planting of 16,22,654 trees and plants was aligned with the objective of improving the urban ecosystem.	
Efficiency	- The programme delivered a high-efficiency solution by meeting and surpassing every ecological and social target set for Gurugram. - Data-driven land-use planning identified the most suitable sites for green interventions and continued maintenance kept the green infrastructure healthy and functional. - Use of efficient waste water management practices were also implemented.	
Impact	The impact assessment among stakeholders of the DLF Foundation's green belt development initiative in Gurugram indicated the following:	

- All respondents (100%) reported a marked improvement in their surrounding environment, noting the creation of cleaner and greener public spaces.
- All respondents (100%) indicated increased awareness of the link between environmental conditions and personal health.
- A majority (90%) observed that the plantations significantly enhanced the visual quality of roadside stretches and open areas.

Sustainability

- The sustainability of the initiative is underscored by the programme's multi-year commitment, institutional collaboration, and demonstrated environmental improvements. DLF Foundation continued to expand and maintain green belts across successive financial years, covering a total of 5,09,430 sqm, indicating long-term organizational investment. Recycled water is being used for watering and maintenance as well.
- Alignment with GMDA's urban greening priorities reinforces institutional sustainability. Stakeholder perceptions of improved environmental quality, enhanced awareness, and microclimate benefit further contribute to the long-term sustainability of green belt development in the urban context.



Recommendations

The assessment study has highlighted opportunity areas to enhance the contribution's effectiveness and maximize impact. These are tabulated as recommendations below:

Recommendations	Description
Promoting Awareness and Advocacy	• To further strengthen advocacy, community workshops, tree-planting drives, and thematic discussion forums may be organized to raise awareness about the importance of green belts. • Collaborate with local educational institutions for volunteer initiatives, environmental sensitization, and events to engage young citizens in sustainability efforts.
Leverage Technology for Smart Management	• Expand the use of smart technologies to optimize water usage, energy consumption, and maintenance efficiency. • Usage of advanced technology to track the location coverage and monitor the plant health and growth
Foster Partnerships for Cross-Industry Support	• Strengthen relationships with government, local businesses, and environmental organizations for continued support and resources.

Pictures taken before and after the intervention in Sector 83/84



Pictures taken before and after the intervention in Sector 93/94



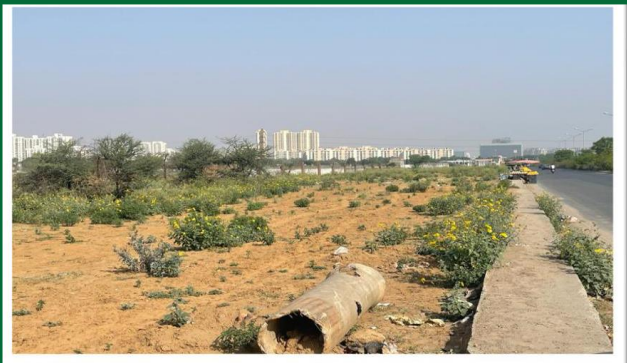
Pictures taken before and after the intervention in AIT Chowk to Medawas



Pictures taken before and after the intervention in Sector 67/68



Pictures taken before and after the intervention in Sector 75/75A, 76/77



Pictures taken before and after the intervention in Sector 73/74



Pictures taken before and after the intervention in Sector 91/92



Source: DLF Foundation

Approach and Methodology

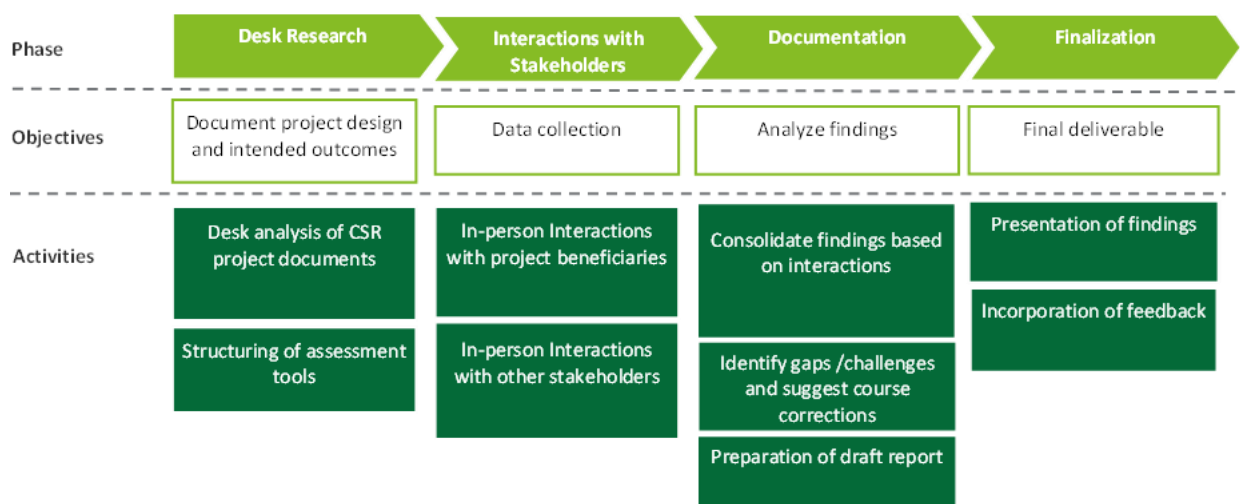
Deloitte used a mixed research design to conduct the assessment, with research questions framed along the Development Assistance Committee (OECD, 1991) principles. The data collection tools sought to collect information from programme documents, stakeholders and beneficiaries around key indicators adapted from the UNDP's Results Based Management framework. The assessment involved an analysis of qualitative and quantitative data using primary and secondary data sources.

The results-based framework was deployed to determine the programme-specific inputs, processes, outputs, and outcomes/impact customized as per the programme execution model and in consultation with implementing partners and available documentation. Data for the assessment was collected to answer the following research questions:

- Are the CSR initiatives either relevant to the community's needs/aspirations or aligned with the developmental priorities of the region?
- What were the intended or planned outcomes of the initiatives? Are the program's results in line with the anticipated outcomes?
- How have the CSR initiatives impacted beneficiaries and other relevant stakeholders? Explore changes in the physical, economic, and socio-cultural environments.
- How do the beneficiaries and other stakeholders perceive the CSR initiatives undertaken?
- Are the activities ensuring long-term solutions to the developmental issues of the region? What elements have been built into the programme design that will ensure sustainability of results?
- Has there been a disruption in impact due to remote programme execution? Are there any potential strategies that could be deployed to combat this disruption?

Report Development Approach

The impact assessment of the CSR initiatives was executed in a phased manner. The four main phases are outlined below.



Common Results Framework

The Common Results Indicators developed along United Nations Development Programme (UNDP's) Results Based Framework for monitoring were used as the basis for the programmatic review. Both primary and secondary programme related data were reviewed to gain a holistic understanding of the implementation model and outcomes.

Inputs	Processes	Outputs	Outcomes
• Contribution utilized • Programme staff deployed • Capacity building and training to staff • Partnership with partner organizations	• Awareness generation • Identification of landscapes • Government approvals • Landscape Design development with Horticulture experts • Vendor Finalization • Plantation activities • Maintenance of the plants and shrubs	• No. of acres reached through green covers • No. of trees planted • No. of waste management activities conducted • No. of dustbins installed	• Enhanced biodiversity • Improved air quality and climate regulation • Increased green spaces • Enhanced local environmental health • Improved environmental sustainability

Desk-based Research

In addition to the stakeholder interactions through Key Informant Interviews with the Programme staff as well as the DLF Foundation management, the following programme related documents were reviewed:

- Memorandum of Understanding (MoU) between DLF Foundation and GMDA
 - Sector 83/84
 - Sector 93/94
 - Sector AIT Chowk to Medawas
 - Sector 67/68
 - Sector 75/75A, 76/77
 - Sector 73/74
 - Sector 91/92
- CSR Project Documentation for FY 2023–24

Stakeholder Mapping

A stakeholder mapping exercise, based on the desk review, was conducted to identify the range of interactions that would be required to document multiple perspectives about impact. The documentation of multi-stakeholder interactions was critical to validating findings through triangulation. The stakeholder mapping for the Greening Cities programme is presented below:

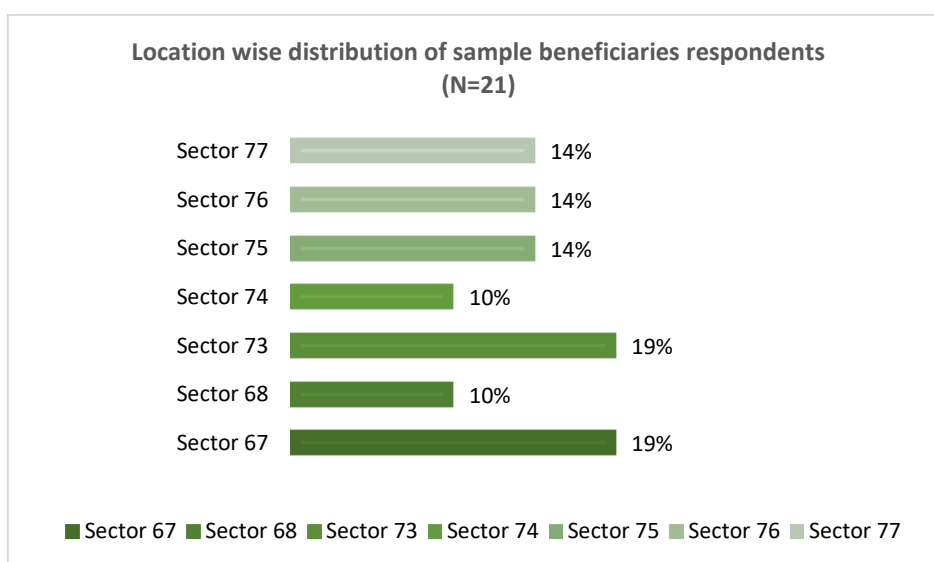
Primary stakeholders: • Residents • Roadside Vendors • Pedestrians • Security Guards • Shop owners	Secondary stakeholders: • Programme implementation staff
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Sampling Plan

A multi-stage mixed methodology was adopted to identify the sample of respondents for the study. The final set of the respondents, given the wide spread of beneficiaries across locations, was selected purposively. A snapshot of the sample covered is given below:

Programme location	Sample covered	Type of sampling
• Gurugram - Public Green Belt	• Pedestrians-12 • Security Guards-3 • Vendor staff- 6 • Programme management and staff- 5	• Purposive
Stakeholder type	Sample covered	Type of sampling
• Pedestrians (12)	• Public Green Belt Sector 67: 4 • Public Green Belt Sector 68: 2 • Public Green Belt Sector 73: 4 • Public Green Belt Sector 74: 2	• Purposive
• Security Guards (3)	• Public Green Belt Sector 75: 3	• Purposive
• Vendor (6)	• Public Green Belt Sector 76: 3 • Public Green Belt Sector 77: 3	• Purposive
• Support staff including Horticulturist (5)	• Gurugram: 5	• Purposive

A sample of beneficiaries including program staff was selected for the purpose of the assessment. Location-wise distribution for the 21 beneficiary respondents is shared below:



Study Tools

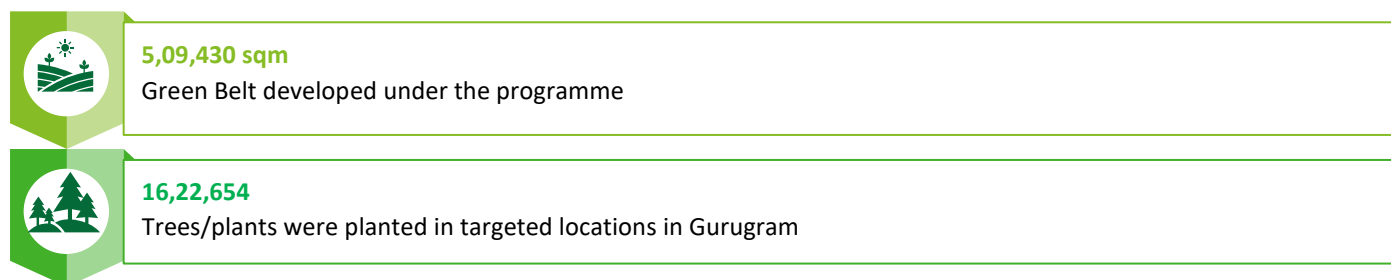
A range of participatory tools were customized to meet the objectives of the assessment. The table below presents a snapshot of the tools used during various stakeholder interactions during the assessment.

Stakeholder	Key points covered	Study tools employed
Direct beneficiaries/ respondents	- Nature of support provided - Feedback on the programme - Perceived social impact (green spaces, increased, awareness on environment, increases better air quality)	FGD, survey, case study
Indirect beneficiaries/ respondents	- Feedback on the programme - Perception of impact - Gap areas and needs that could be potentially bridged by CSR support	KII, survey, FGD
Programme management/ field team	- Program implementation - Program monitoring	KII, FGD

Limitations

Given that greening programmes are implemented in open public spaces, engaging with respondents with accurate recall can be challenging. Public interaction with these initiatives is often informal and intermittent, which may limit respondents' ability to clearly remember specific activities or outcomes.

Programme Coverage

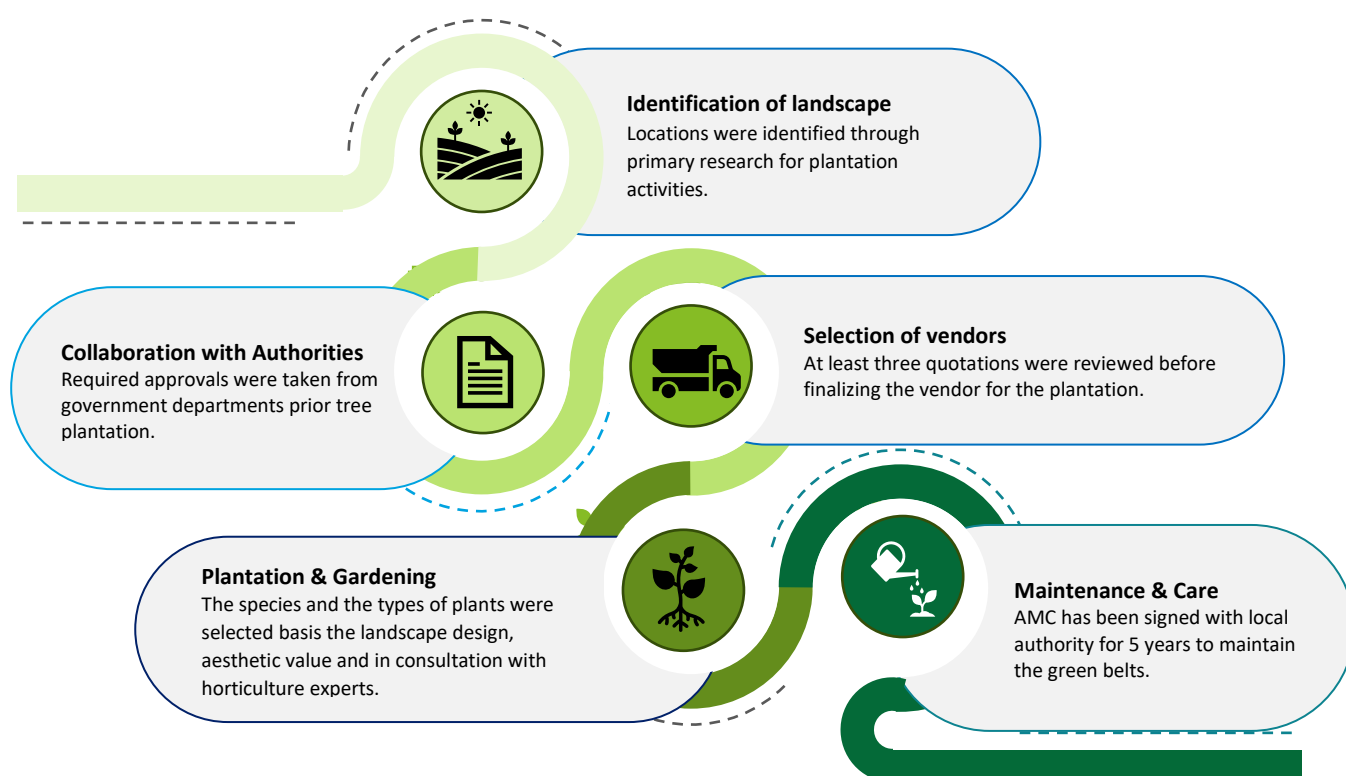


Description of Intended Public Beneficiaries

- Residents:** Residents living near the developed areas who accessed enhanced green spaces, such as tree-lined streets, which contributed to their physical and mental well-being.
- Local Businesses:** Businesses near green spaces, such as cafes, shops, and markets, potentially benefited from increased customer foot traffic.

Programme Model

The collaboration between DLF Foundation and the GMDA is an important step in transforming Gurugram into a more sustainable, greener city. By developing green belts across major public roads, the programme contributed to environmental health and enriched the lives of the public by creating better, healthier, and more aesthetically pleasing spaces.



Inputs

Awareness Generation:

- Communication channels such as print media, social media platforms, public events, etc.
- Marketing materials such as brochures, websites and advertisements.
- Public relations team for outreach.

Identification of Landscapes:

- Survey tools leveraging GPS and mapping software, such as Google map.
- Geographic and environmental data test/survey reports for soil quality, climate, and topography.

Government Approvals:

- Documentation required for approval (plans, proposals, environmental impact assessments).
- Government liaison or legal expert for navigating approval processes.

Landscape Design Development with Horticulture Experts:

- In continuation of previous year, same design software such as AutoCAD, SketchUp etc. was used for optimal landscape planning being a proven design platform.
- Horticulturists or landscape architects for expertise.

Vendor Finalization:

- List of potential vendors for plant supply, tools, and landscaping services.
- Contract templates and agreements.

Plantation Activities:

- Plants, seeds, shrubs, and trees for planting.
- Labor for planting (landscapers, gardeners, etc.) in selected areas/sites.
- Gardening tools such as shovels and irrigation system.
- Fencing, water tanks, civil work for dividers.

Maintenance of Plants and Shrubs:

- Maintenance tools such as watering systems, pruning shears and input fertilizers.
- Maintenance team for ongoing care.
- Deployment of security team.

Process**Awareness Generation:**

- Launched awareness campaigns via media, social media, and community outreach.
- Held public events or informational sessions to inform the community about the programme.
- Collected feedback to understand local needs and concerns about the landscape programme.

Identification of Landscapes:

- Performed site assessments using surveys and geographic tools.
- Identified areas that needed landscaping and assessed the environmental and community impact.
- Created a list of preferred locations based on ecological, aesthetic, and functional criteria.

Government Approvals:

- Prepared and submitted required documentation to obtain necessary government approvals.
- Ensured compliance with local laws, environmental regulations, and urban planning standards.
- Followed up with government authorities to resolve any issues and obtain final approvals.

Landscape Design Development with Horticulture Experts:

- Collaborated with landscape designers and horticulturists to create the landscape design.
- Considered factors such as local climate, water conservation, soil conditions, and aesthetic preferences.
- Finalized the design and ensured it aligned with the programme's sustainability and functional goals.

Vendor Finalization:

- Issued a request for proposals (RFP) to select vendors for planting, landscaping services, and materials.
- Evaluated vendors based on experience, capability, pricing, and quality of plants or services.
- Finalized contracts and established timelines for the landscaping activities.

Plantation Activities:

- Began planting activities according to the finalized design and seasonal schedule.
- Ensured proper soil preparation and planting techniques for healthy growth.
- Treated water from the Sewage Treatment Plant (STP) sustainably reused for landscaping, irrigation, and other non-potable applications.
- Civil work was completed for dividers in the green belt area.
- Fencing and grills were installed for the protection of the plants.

Maintenance of Plants and Shrubs:

- Implemented a maintenance schedule that included watering, weeding, pruning, and fertilization.
- Regularly assessed plant health and adjusted care as needed (e.g., pest management, disease control).
- Ensured that the landscape remained visually appealing and functional for the long term.
- Security team appointed at various locations to supervise and safeguard the fences installed in the green belt.

Strategic Differentiators



Priority for eco-friendly practices with native plants, water-efficient systems, and low-carbon design to reduce environmental impact.



Spatial design that served diverse functions from recreation to wellness, social gatherings and other activities engaging community use.



Offers a blueprint that can be replicated in other regions or urban spaces, promoting broader impact.



Developed in collaboration with horticulturists and environmental specialists, ensuring cutting-edge, science-backed landscaping techniques.

Impact created through DLF Foundation's CSR contribution

An analysis of survey responses and the content analysis of narratives recorded during field interactions with multiple sample stakeholders including pedestrians, street vendors and DLF Foundation's program & management staff are presented below. The impact discussed is specific to the model used in the delivery of interventions.

Key Findings

Increased Green Cover in Adopted Areas ²

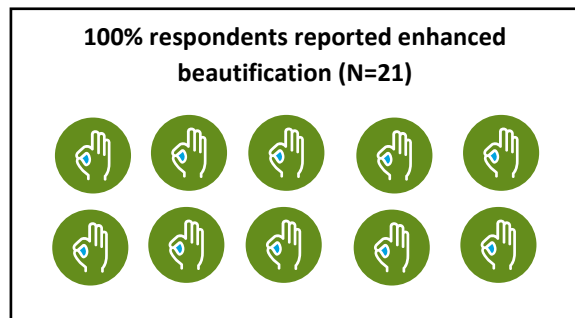
Through its ongoing partnership with the GMDA, the DLF Foundation has significantly strengthened Gurugram's green infrastructure by adopting and revitalizing degraded or non-existent green belts along major public roads. In FY 2023–24, the Foundation brought 4,57,872 sqm of additional green belt under development, while continuing maintenance of 51,558 sqm from FY 2022–23, bringing the total to 5,09,430 sqm. Across key stretches in Sectors 67–68, 73–74, 75/75A–76/77, 83–84, 91–92, 93–94, and AIT Chowk to Medawas, extensive earthwork, fencing, and plantation activities have resulted in the planting of 16,22,654 trees and shrubs, improving air quality, enhancing biodiversity, and contributing to a more sustainable urban ecosystem. These efforts directly advance UN SDGs 3, 11, 13 and 15, as well as the Green India Mission's Sub-Mission 3, demonstrating the Foundation's strong commitment to building a greener, healthier, and more resilient Gurugram. Findings from FGDs and KIIs also indicated that extensive earthwork, fencing, and plantation activities have markedly enhanced the city's environmental landscape.

#	Programme	Area (Sqm) FY 2023-24	No. of Trees	No. of Shrubs	Total
1	Adoption of Public Greenbelts & Maintenance, Sector 83/84	34,231	70	58,919	58,989
2	Adoption of Public Greenbelts & Maintenance, Sector 93/94	15,275	455	25,822	26,277
3	Adoption of Public Greenbelts & Maintenance, Sector AIT Chowk to Medawas	39,936	1130	2,94,688	2,95,818
4	Adoption of Public Greenbelts & Maintenance, Sector 67/68	45,000	256	2,33,908	2,34,164
5	Adoption of Public Greenbelts & Maintenance, Sector 75/75A, 76/77	2,03,430	5,355	8,03,150	8,08,505
6	Adoption of Public Greenbelts & Maintenance, Sector 73/74	6,000	263	38,867	39,130
7	Adoption of Public Greenbelts & Maintenance, Sector 91/92	1,14,000	3,739	1,56,032	1,59,771
Total		4,57,872	11,268	16,11,386	16,22,654

² Shared by DLF Foundation

Beautification through Greenery

All beneficiaries surveyed (100%) reported a substantial transformation in the visual and physical character of their surroundings. Public areas that were previously barren, dusty, and largely neglected have been converted into vibrant green stretches with well-maintained plantations. Respondents highlighted that these revitalized public spaces now offer a more pleasant environment for walking, improved aesthetic appeal, and a greater sense of safety particularly for children who use these pathways and open areas.



"This area used to be completely dry and dusty. Now it feels like a proper walkway with greenery on both sides. It's much nicer and cleaner for our children." - Local resident.

"Earlier we avoided this neglected stretch, especially in the evenings. With the plantation and improved upkeep, the whole place looks alive and well-maintained." - Daily commuter.

The creation of continuous green cover has not only enhanced the attractiveness of the locality but has also contributed to fostering a cleaner, and improved surroundings.

Enhanced Environmental Landscape and Well-Being

The DLF Foundation's green belt development initiative in Gurugram has meaningfully advanced the city's environmental landscape. Through systematic plantation and sustained maintenance, the programme has contributed to improved air quality, reduced dust levels, and the expansion of urban green cover. These improvements have positively influenced the daily experiences of residents and commuters.

"There is a visible difference in air quality. The dust has reduced, and it feels refreshing to walk here now." - Senior citizen resident.

"The green belts along the road make the commute more pleasant. It feels like the heat has reduced in this stretch compared to earlier." - Office commuter.

As indicated through stakeholder feedback, the greener environment has supported better well-being by creating more comfortable, aesthetically pleasing, and health-enhancing public spaces.

Increased Environmental Awareness

The programme contributed significantly to strengthening environmental consciousness among community members living and commuting in the intervention areas. **All beneficiaries surveyed (100%)** reported an increased understanding of the direct link between environmental conditions and their personal health. Respondents noted that the presence of cleaner, greener surroundings reinforced their awareness of how vegetation influences air quality, dust levels, and overall well-being. This heightened awareness reflects a key behavioural outcome of the initiative, demonstrating that the intervention has not only improved physical spaces but also shaped more informed community perspectives on environmental health.

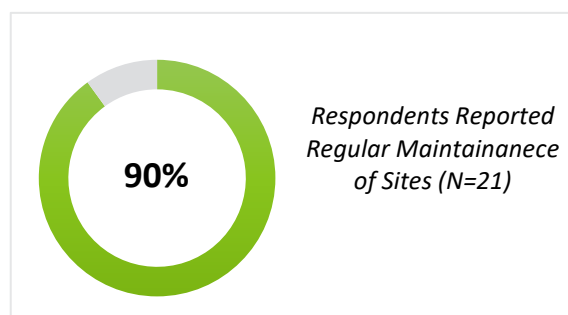


Furthermore, insights from the Focus Group Discussion (FGD) indicate that the programme has delivered noteworthy ecological and social benefits beyond initial expectations. The introduction of a diverse range of plant species across multiple green belt sites has helped create small, functional micro-habitats within densely built-up urban areas. These habitats have begun to support birds, insects, and pollinators, signalling an increase in urban biodiversity. This ecological enhancement is particularly valuable in an urban context like Gurugram, where green spaces are limited and fragmented. The presence of these micro-habitats contributes to a healthier urban ecosystem, supports natural pollination processes, and reinforces the long-term environmental value of the green belts.

Collectively, these outcomes indicate that the programme has played a meaningful role in promoting environmental awareness while simultaneously enriching the ecological landscape, fostering a more environmentally conscious and biodiversity-supportive urban community.

Diversification and Maintenance of Green Belts

The programme's emphasis on diversifying plantation types and ensuring consistent maintenance has contributed notably to the environmental and visual enhancement of the intervention sites. The programme has demonstrated strong commitment to regular maintenance **as reported by 90% respondents**. The green belts are consistently cared for through timely watering and ongoing efforts by designated staff to ensure plant health. This regular upkeep has played a critical role in sustaining the vitality of the plantations, minimizing plant loss, and ensuring that the ecological and aesthetic gains achieved through plantation activities are preserved over time. Together, these efforts highlight the programme's focus on creating durable, ecologically beneficial, and visually appealing green belts that continue to deliver value well beyond initial implementation.



Urban Heat Mitigation Potential

The programme exhibits strong potential for contributing to urban heat reduction within the intervention areas. **All survey respondents (100%)** indicated that the expansion of roadside green belts across multiple sectors has likely supported localized temperature regulation. Beneficiaries observed that the increased vegetation cover has reduced heat intensity in adjacent walking and commuting zones, suggesting a noticeable moderating effect on surface temperatures.

"Earlier, this stretch felt extremely hot during the day, especially in summer. After the plantations came up, the area feels much cooler and more comfortable to walk through." - Pedestrian, Gurugram.

This outcome is particularly relevant for rapidly urbanizing regions such as Gurugram, where dense construction, limited shade, and extensive paved surfaces often intensify the urban heat island effect. The presence of sustained green cover supported by a combination of trees and shrubs helps counteract this effect by providing shade, lowering surface heat absorption, and enhancing natural cooling through evapotranspiration.

Although long-term temperature monitoring would be required to quantify the precise magnitude of this impact, consistent stakeholder feedback demonstrates that the green belt initiative has begun to improve thermal comfort in the affected areas. These early indications underscore the importance of continuing and expanding green infrastructure as a climate-responsive urban intervention.

Challenges in Maintenance

- A persistent concern has been the repeated damage to the barricades or the protective fencing around the plantations, largely caused by accidents, construction and livestock. These incidents weakened the protective measures intended to shield newly planted saplings and flowerbeds.
- Repairing these damaged protective installations generally takes one to two months, during which the security of the green areas remains partially compromised.

Stories from Field

Stakeholder Quotes

"It feels rejuvenating to look at the greenery around me, it's like having a fresh breath of air when I step out."

- Mohit, Pedestrian, Sector 84, Gurugram

"It's incredible to think that these barren dusty areas have transformed into something so green. In addition, it has given me livelihood opportunity (supervising greenbelt area) which has improved my overall wellbeing."

- Sachin, Security Guard, Sector 75, Gurugram

"The area is filled with colourful flowers and greenery which makes it aesthetically good looking and creates an attractive and preferable area to take a stroll."

- Vasudha, Pedestrian, Sector 75, Gurugram

CSR Impact Recognition³



DLF Foundation's sustained commitment to environmental initiatives and community-led sustainability has been widely recognised through multiple prestigious national platforms. During FY 2023–24 and beyond, the Foundation received the CSR Times Gold Award for Environment Stewardship (2024), followed by the CSR Times Gold and Special Commendation Award (2025) for its flagship Greening Cities Programme, underscoring the programme's scale, consistency, and long-term impact. Further strengthening this recognition, DLF Foundation was conferred the Institutional Honour for Contribution to Nation-Building and Excellence in Environment and Sustainability at the TOI National

CSR Summit 2026 and received ICC Special Recognition at the 8th ICC Social Impact Awards 2026. Collectively, these honours reinforce the Foundation's strategic approach to integrating environmental sustainability into urban ecosystems and reflect its continued efforts to create resilient, greener communities through meaningful CSR interventions.

³ Shared by DLF Foundation

Case Studies

Case Study: Experiencing the Benefits of Greener Streets

For Suresh, a security guard stationed in Sector 75, Gurugram, most of his day is spent outdoors, observing the movement and activity around the neighborhood. Over the years, he has grown used to working in a busy environment filled with dust, traffic noise, and crowded streets. However, the introduction of pedestrian walkways and cycle tracks under an urban mobility initiative gradually transformed the area around his post.

Lined with trees and plants, the newly developed pathways brought a visible shift to the surroundings. During his daily rounds, Suresh noticed that the air felt cleaner and the constant noise from vehicles had reduced. Spending long hours outside no longer felt as exhausting as before. He shared that the greener environment had made his workday more comfortable, and he felt fewer respiratory and fatigue-related issues compared to the past.

For Suresh, the change was not only about improved environment but also about personal well-being. Working in a space surrounded by greenery has made him feel healthier and more positive, reinforcing how thoughtful urban development can directly improve everyday experiences for people who spend most of their time in these public spaces.



Case Study: A Daily Commuter's Experience with Greener Road Corridors

Mohit, a frequent pedestrian from Sector 84 in Gurugram, has experienced a noticeable improvement in his daily routine following the development of green belts in the area. Earlier, his walks were marked by dusty, harsh roadside conditions with limited shade or visual appeal. However, since the introduction of structured green cover, he describes his surroundings as significantly more refreshing and pleasant.

For Mohit, the greenery has transformed his everyday experience of stepping outdoors. As he shares, *"It feels rejuvenating to look at the greenery around me, it's like having a fresh breath of air when I step out."* The presence of well-maintained plants and trees not only enhances the visual landscape but also contributes to a cleaner, cooler, and more breathable environment for pedestrians like him.

He also observes that the green cover has improved the thermal comfort along his route. Areas that previously felt intensely hot now provide intermittent shade and visibly cooler temperatures, especially near stretches lined with tree clusters. This improvement aligns with broader community feedback, where commuters have reported a perceptible lowering of localized heat. For Mohit, this means arriving at work feeling less fatigued and enjoying a more comfortable travel experience overall.

Mohit's experience reflects the broader benefits of urban greening initiatives creating healthier, more inviting public spaces and improving the overall quality of life for residents and commuters in rapidly growing urban settings.

Conclusion and Way Forward

This SWOT analysis highlights the programme's strong community involvement, sustainability efforts, and expert-driven design, while noting challenges such as cost, complexity, and external risks and environmental changes.

Strengths

- Sustainability focus: Emphasizes eco-friendly practices such as diversified plants, water-efficient irrigation, and energy-saving technologies enhance environmental sustainability.
- Expert advisory: Collaborates with top-tier horticulturists, and environmental scientists to ensure high-quality and scientifically backed ecological solutions.
- Improvement of barren areas: Green belts increase city's overall aesthetic appeal by turning earlier barren and dusty area into lush green spaces.

Weaknesses

- Maintenance approach: While designed for sustainability, the programme may still require "predictive maintenance" monitoring approach to ensure long-term health and functionality.

Opportunities

- Scaling and expansion: The initiative has the potential to act as a reference model for other cities and regions, it can be replicated and expanded across other urban or rural settings.
- Collaborative opportunities: Possibilities to work with government agencies, environmental groups, and private-sector partners, which could help secure additional financial support and resources.
- Integrating RWH into water management: RWH systems can be integrated with the overall water management system which can eventually be used for watering these plants.
- Growing need for Green Spaces: As awareness of environmental sustainability and the mental-health advantages of natural environments increases, the demand for thoughtfully designed public green areas continues to rise.

Threats

- Damage due to constructions and grazing cattle: Barricades and grills around plants are vulnerable to damage due to grazing cattle. Sometimes constructions also happened in the same plot which could affect the saplings and flowerbeds.
- Weather hazards: In recent years, escalating climate-related stresses like intense heat, unpredictable rainfall patterns and extended dry spells may affect the plant vitality and growth.

Glimpses from the Field

As observed during Deloitte field visit for the impact assessment study



Sector 68



Sector 60



Sector 75



Sector 73



Sector 75

The green cover established under programme as observed during the Deloitte field visit



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Impact Assessment – DLF Golf Excellence Programme

DLF Limited

March 2026

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Executive Summary

Programme title	DLF Golf Excellence Programme
Implementing partner	DLF Foundation
Programme overview	DLF Golf Excellence Programme was started to impart training in the sport of golf to talented young boys and girls. With a dedicated focus on expert training, nutritional support and fitness guidance, the programme has empowered numerous young golfers to participate in tournaments and win laurels preparing them towards a professional golfing career. ¹
Programme period	FY 2023-24
Contribution amount & Entity	INR 1.31 Cr. ² by DLF Limited
Programme location	DLF Golf and Country Club, Gurugram
Direct Beneficiaries	12 golf trainees
Problem statement	India's national sports ecosystem has established broad youth development programmes through Sports Authority of India (SAI) and Ministry of Youth Affairs and Sports (MYAS), yet sport-specific high-performance pathways particularly for golf remain under-developed, with no published metrics or structured progression frameworks available for junior golfers. At the same time, persistent gender disparities in sports participation driven by sociocultural barriers, unequal access to training environments, and structural inequities continue to limit girls' opportunities in competitive sport. These gaps collectively highlight the need for a dedicated, equitable, data-driven Golf Excellence Training Program that provides structured athlete development and ensures fair access for both boys and girls.
SDG alignment	3 GOOD HEALTH AND WELL-BEING 4 QUALITY EDUCATION 5 GENDER EQUALITY 17 PARTNERSHIPS FOR THE GOALS

¹ Project proposal: DLF Golf Excellence Program (DLF Foundation)

² Details shared by DLF Foundation

Summary of Findings

A comprehensive account of Deloitte's observations and results from the impact assessment of the programme areas within the OECD-DAC framework parameters.

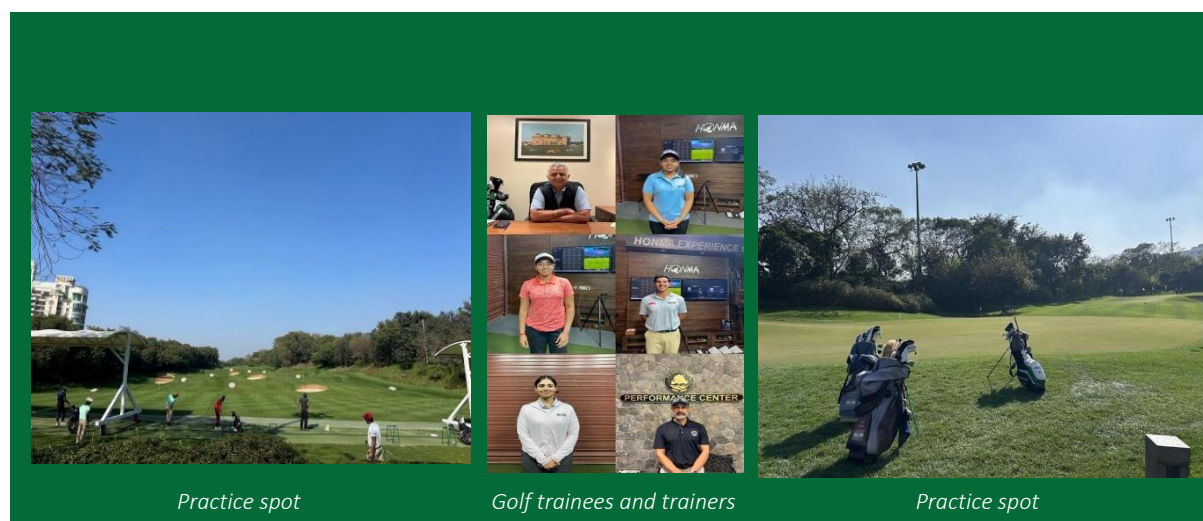
Parameter	Rationale	Score
Relevance	- The programme's merit-based selection and comprehensive training directly addressed the talent-pipeline gap highlighted by the Sports Authority of India (SAI, 2022), supporting the development of national- and international-level junior golfers. - The curriculum, structured around 28 hours of weekly training (course play, supervised and self-practice, lessons, and fitness), responded to the needs of aspiring elite golfers for structured, high-intensity training. - The programme ensured gender-inclusive participation, providing identical training quality, resources, and competitive exposure to both boys and girls. - The provision of equipment, training access, and travel support ensured that financial barriers did not limit participation, making the programme highly relevant for talented athletes across socio-economic groups. - The programme demonstrated strong relevance by consistently producing high-performing golfers, with trainees securing wins in Indian Golf Union (IGU), Women's Golf Association of India (WGAI), and Professional Golf Tour of India (PGTI) tournaments.	
Coherence	- Internally, the weekly structured model private lessons, group lessons, 9-hole on-course learning, fitness sessions and adherence to Indian Golf Union (IGU) amateur-status regulations reflected clear operational coherence. - Externally, the programme aligned with the National Education Policy (NEP 2020), which encourages structured co-curricular sports participation and holistic tracking of student development. - The training methodology aligned with international elite-academy standards (e.g., PGA-affiliated models) that integrate technical, physical, and mental conditioning for junior athletes. - The engagement of fitness experts and nutritionists strengthened the programme's coherence with global best practices in junior sports development. - As part of the DLF Golf Excellence Programme, structured training camps were conducted with International Consultant Jonathan Mannie to ensure regular performance assessments and long-term player development planning. - It aligns externally with broader international frameworks and global priorities under SDG 3 (Good Health and Well-Being), SDG 4 (Quality Education), SDG 5 (Gender Equality) and SDG 17 (Partnerships for the Goals).	
Effectiveness	The programme delivered excellence training program that aligns with the Global standard to 12 promising junior golfers.	

	- Supported for equipment, practice and play facility at the DLF Golf and Country Club, Gurugram ensures that athlete support does not jeopardize their eligibility and fitness; thereby sustaining long-term effectiveness. - Supported for travel expenses to National Tournament. Nine students won tournaments in their respective age group and categories - The regular guidance and screening of the golf trainees on fitness, biomechanics and nutrition have helped them in their holistic growth.	
Efficiency	- Regular audits and progress tracking of key performance indicators (e.g., ranking trajectory, win conversion etc.) to ensure programme efficiency. - Collaboration with IGU authorities for timely approvals and seamless execution. - Annual spend on the programme in FY 2023-24 is approximately INR 1.31 Cr. Training achievements are remarkable as 9 students have won various tournaments in their age group and categories in the national tournaments like IGU, WGAI and PGTI.	
Impact	The programme was effective in supporting 12 promising golfers. The impact findings are as under: - The respondents reported that programme helped them to grow in a structured and professional way and increases the likelihood that more Indian juniors progress to elite and international levels. 80% of respondents reported that the training programme enabled them to balance their studies and sport efficiently. - Moreover, all respondents reported that the integrated focus on fitness, nutrition, and performance delivered through coaching by an international trainer directly contributed to their development as elite players. - All respondents (100%) agreed that the merit and need-based selection process removed financial obstacles to high-performance training covering coaching, equipment, and domestic travel. This inclusive approach allowed talented youths from diverse socio-economic backgrounds to take part, thereby expanding the sport's reach and creating broader pathways for socio-economic mobility.	
Sustainability	- The junior golfers trained under the programme have already become elite competitors in their age categories, securing wins and top-10 finishes on the IGU, WGAI and PGTI tours. These achievements position them for successful, career-driven futures in professional golf. - All core teaching staff and fitness professionals are permanent employees. This permanent staffing ensures continuity of coaching and minimizes attrition.	

Recommendations

The assessment conducted by the Deloitte team has highlighted opportunity areas to enhance the contribution's effectiveness and maximize impact. These are tabulated as recommendations below:

Recommendations	Description
Timely performance review and evolving demand analysis	• Monitor the growth and performance of the golf trainees and focus on their individual need and constantly evolving demand. • Develop streamlined processes (e.g. tele consultation) with trainers for quick advisory if needed.
Focus of funding diversification	• Emphasise on co-sponsoring players. Beyond certain period, golfers will be proactively connected to a broader network of sponsors and donors, enabling them to continue their development journey with diverse and long-term backing.
Annual inclusive talent hunt	• Institutionalize the talent hunt as an annual initiative and enhance participation from underprivileged communities with a dedicated emphasis on improving gender inclusion.



Practice spot

Golf trainees and trainers

Practice spot

Source: Deloitte Field Visit

Approach and Methodology

Deloitte used a mixed research design to conduct the assessment, with research questions framed along the Development Assistance Committee (OECD, 1991) principles. The data collection tools sought to collect information from programme documents, stakeholders and beneficiaries around key indicators adapted from the UNDP's Results Based Management framework. The assessment involved an analysis of qualitative and quantitative data using primary and secondary data sources.

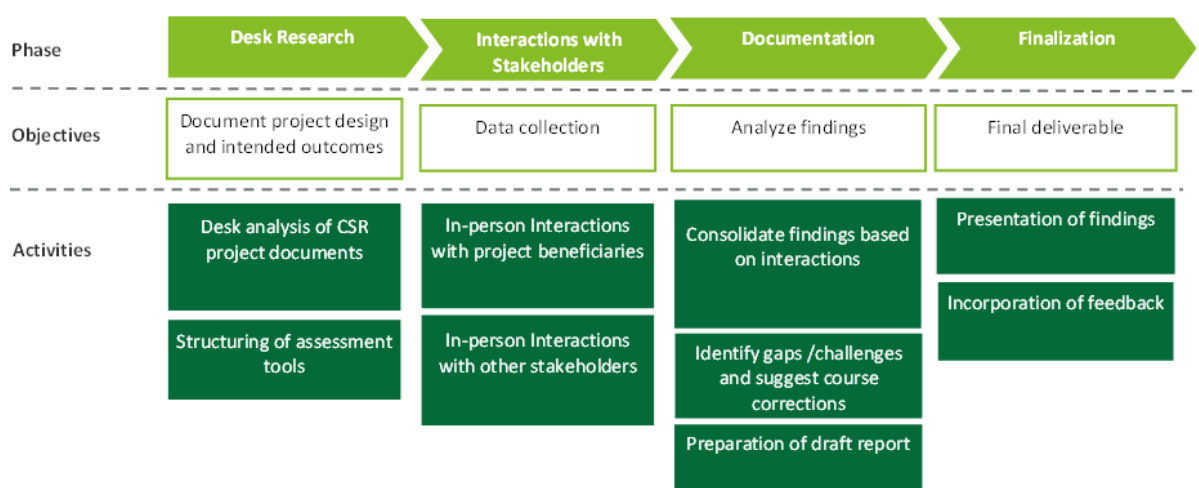
The results-based framework was deployed to determine the programme-specific inputs, processes, outputs, and outcomes/impact customized as per the programme execution model and in consultation with implementing partners and available documentation.

Data for the assessment was collected to answer the following research questions:

- Are the CSR initiatives either relevant to the community's needs/aspirations or aligned with the developmental priorities of the region?
- What were the intended or planned outcomes of the initiatives? Are the programme's results in line with the anticipated outcomes?
- How have the CSR initiatives impacted beneficiaries and other relevant stakeholders? Explore changes in the physical, economic, and socio-cultural environments.
- How do the beneficiaries and other stakeholders perceive the CSR initiatives undertaken?
- Are the activities ensuring long-term solutions to the developmental issues of the region? What elements have been built into the programme design that will ensure sustainability of results.
- Has there been a disruption in impact due to remote programme execution? Are there any potential strategies that could be deployed to combat this disruption?

Report Development Approach

The impact assessment of the CSR initiatives was executed in a phased manner. The four main phases are outlined below.



Common Results Framework

The Common Results Indicators developed along United Nations Development Programme (UNDP's) Results Based Framework for monitoring were used as the basis for the programmatic review. Both primary and secondary programme related data were reviewed to gain a holistic understanding of the implementation model and outcomes.

Inputs	Processes	Outputs	Outcomes
• CSR contribution utilization • Execution of golf training programme • Recruitment of project staff • Capacity building and training to staff • Partnership with partner organizations	• Selection of 12 trainees • Collaboration with international golf programme and trainers • Regular monitoring and evaluation	• No. of private lessons with teaching staff • No. of group lessons with teaching staff • No. of on course lessons with teaching staff • No. of one group fitness class • No. of performance reports submitted	• Increased participation and win in national level tournaments organized by IGU • Improved confidence in playing national golf tournaments

Desk-based Research

In addition to the stakeholder interactions through key informant interviews (KII) with the Programme staff as well as the DLF Foundation team, the following programme related documents were reviewed:

- DLF Golf Excellence Program- Annual Report 2023-2024
- Memorandum of Understanding (MOU) between DLF Foundation and K&A Golf Pvt. Ltd

Stakeholder Mapping

A stakeholder mapping exercise, based on the desk review, was conducted to identify the range of interactions that would be required to document multiple perspectives about impact. The documentation of multi-stakeholder interactions was critical to validating findings through triangulation. The stakeholder mapping for the programme is presented below:

Primary stakeholders: • Students (trainees)	Secondary stakeholders: • Teaching Staff • Fitness Professional • Parents of trainees
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Sampling Plan

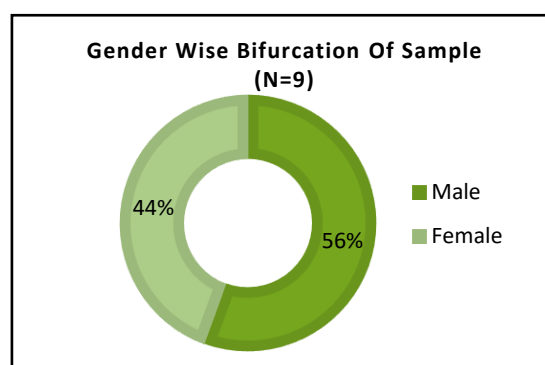
A multi-stage mixed methodology was adopted to identify the sample of respondents for the study. The final set of the respondents, given the wide spread of beneficiaries across locations, was selected purposively. A snapshot of the sample covered is given below:

Programme Location	Sample covered	Type of sampling
DLF Golf and Country Club, Gurugram	- Primary Stakeholders-7 - Secondary Stakeholders-2	Purposive Sampling
Stakeholder type	Sample covered	Type of sampling
Students	7 trainees	Purposive (58% coverage)
Teaching staff	2 trainers	Purposive

A sample of beneficiaries including program staff was selected for the purpose of the assessment:

Study Tools

A range of participatory tools were customized to meet the objectives of the assessment. The table below presents a snapshot of the tools used during various stakeholder interactions during the assessment.



Stakeholder	Key points covered	Study tools employed
Direct beneficiaries/ respondents	- Nature of support provided for training, equipment, fitness - Number of national and international tournaments participated - Feedback on the individual golf lesson and assessment by International and trainers	FGD, survey, case study
Indirect beneficiaries/ respondents	- Feedback on the programme - Perception of impact - Gap areas and needs that could be potentially bridged by CSR support	KII, survey, FGD

Limitations

- No limitations perceived

Programme Coverage

Coverage Snapshot

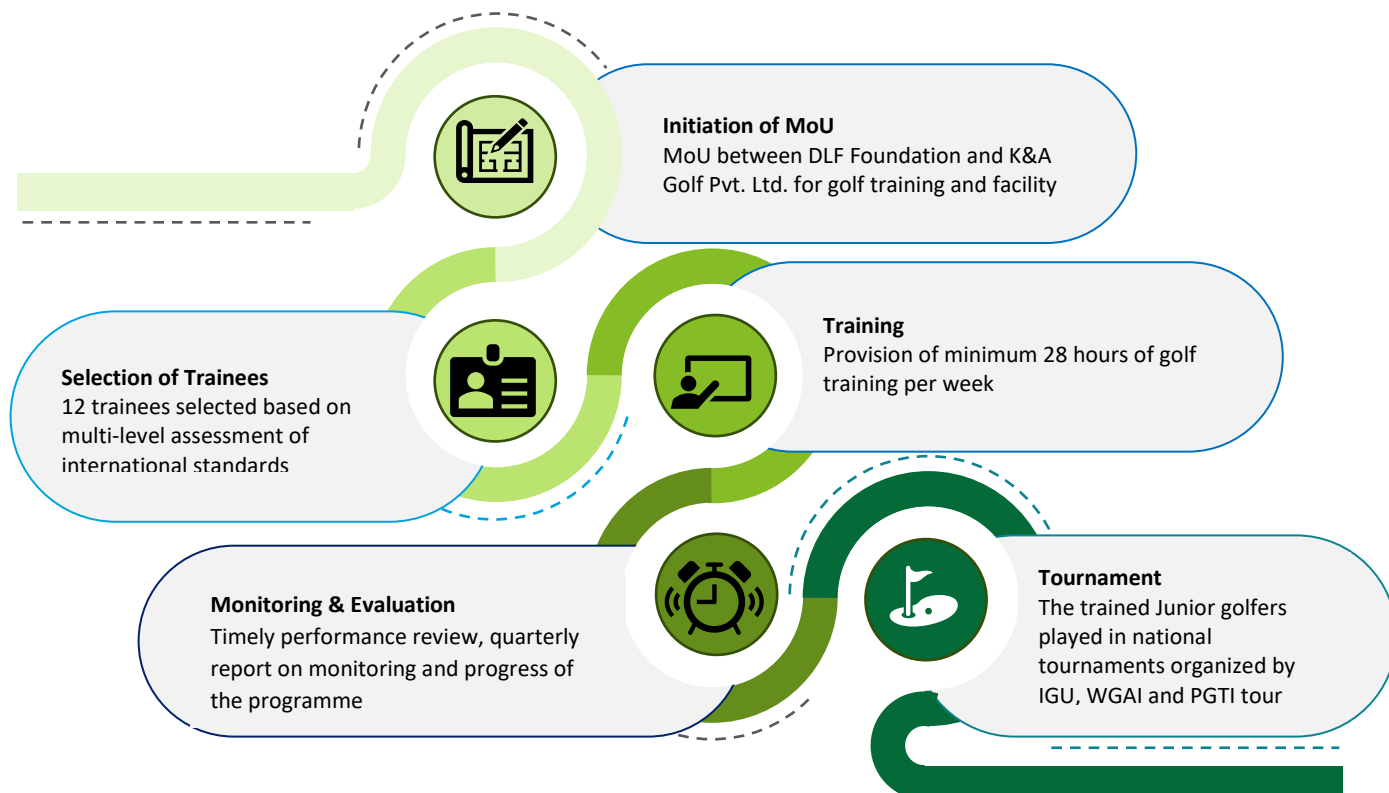
	Coaching by national and international trainers Each golfer received personalized training in golf play, fitness, and nutrition by National and International golfers.
	Investing in sporting excellence The programme invested INR 1.31 Cr. to nurture talent and maximize each trainee's potential.
	Logistics support to golfers 12 golf trainees were supported with entry fees, airfare, golf equipment, accommodation to play national level tournaments organized by IGU, WGAI and PGTI.

Description of Intended Beneficiaries

- **Golfers:** The programme was designed to support 12 high-potential junior golfers by providing access to a high-quality, globally benchmarked golf excellence pathway. Each selected trainee received structured, intensive, and holistic development support.

Programme Model

The programme was established with the core objective of identifying and supporting junior girls and boys of merit, providing them with every resource necessary (strategy, nutrition, fitness etc.) to excel at an international level. It was designed as a holistic player-development pathway that nurtures talent across all critical dimensions of the game, including technical skills, on-course strategy, physical fitness, sports nutrition etc.



Inputs

- Contribution of INR 1.31 Cr. was earmarked to support 12 young, deserving and talented golf trainees.
- Establishment of MOU between DLF Foundation and K&A Golf Private Limited, where K&A was engaged in field of golf academics and golf training in schools, golf club and associations in golf related matters.
- International trainer Jonathan Mannie conducted individual golf lessons and assessments and facilitated towards on-course planning.

Process

- Selection of golf trainees based on the selection criteria mentioned in MOU.
- To provide intensive golf training in all aspects of the game.
- To review the performance of the golf trainees on a regular basis as laid down in MOU.
- To have regular screening of the golf trainees for tracking their fitness, biomechanics and focus on nutrition.
- Conduct site surveys using GPS, traffic data, and mapping software to assess accident-prone areas.

Strategic Differentiators



A holistic, player development model through golf strategy, constant score and performance monitoring.



Full spectrum support including travel, equipment, nutrition, fitness and overall mental wellbeing



Alignment with the DLF Foundation's CSR strategy towards niche sports development



Access to international expertise through Jonathan Mannie and infrastructure making the golfers ready for the international level

Impact created through DLF Foundation's CSR contribution

An analysis of survey responses and the content analysis of narratives recorded during field interactions with trainee golfers and trainers are presented below. The impact discussed is specific to the model used in the delivery of interventions.

Key Findings

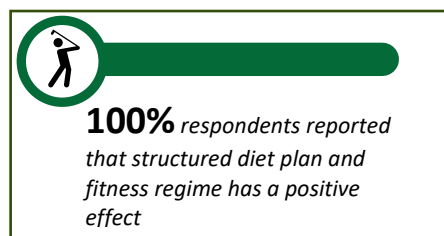
Building a Strong Golf Talent Pipeline

- The program played a critical role in formalizing a structured talent development pathway for young golfers across India. By institutionalizing a holistic, worldclass training ecosystem that included technical coaching, physical conditioning, biomechanics assessment, and nutrition screening, it ensured that trainees received comprehensive support on every dimension of athletic development.
- This integrated approach enhanced the athletes' current performance and built a strong foundation for their long-term growth. As a result, the likelihood of talented juniors transitioning to elite, national, and eventually international competitive levels increased significantly.
- The model set a benchmark for how early-stage sports talent could be nurtured at scale in India.

Improved Balance Between Education and Sport (Survey Results)

Feedback from trainees highlights the program's success in designing a training format that supports academic priorities without compromising sports excellence.

- 80% of respondents confirmed that the flexible training schedule enabled them to manage schoolwork and practice more effectively. This flexibility reduced stress, improved focus, and contributed to better overall time management.
- 100% of respondents noted that the structured diet plan and fitness regimen emphasizing strength building, muscle recovery, and hydration management had a measurable positive effect on their physical wellbeing. Ensuring proper water and electrolyte balance helped trainees sustain energy levels, avoid fatigue, and maintain consistency in training. This dual-focus design reflected the program's commitment to supporting young athletes holistically recognizing that academic continuity is essential for long-term stability and confidence.



Marked Improvement in Athlete Performance

Across the cohort, trainees reported significant gains in their on-course performance, technical execution, and match preparedness.

- 100% of respondents shared that they improved their game. Exposure to global coaching standards helped athletes deepen their strategic understanding, refine stroke techniques, and strengthen mental discipline.
- Group fitness sessions also contributed to consistent progress. All respondents cited healthy peer competition as a motivating factor, pushing them to challenge their limits and develop a growth-focused mindset.
- Collectively, these improvements demonstrate the tangible impact of high-quality coaching and structured sport-science-based conditioning.



100%

Respondents reported that the facilities were of global standard

Enhanced International Visibility and Credibility for Indian Golf

The program contributes not only to individual player development but also to India's broader standing in global golf.

- 100% of respondents agreed that international faculty involvement and the adoption of data driven performance analytics elevated their training experience. Such exposure ensured that athletes were aligned with global best practices and develop a competitive edge at international events. The program's emphasis on high performance methodologies enhances India's credibility as a country capable of producing golfers who meet global standards thereby strengthening the nation's visibility and reputation within the global golf ecosystem.

100% respondents agreed that international faculty improved training (N=7)



Increased Socio-Economic Mobility Through Merit- and Need-Based Access

One of the program's most transformative outcomes is its contribution to socio-economic inclusion in a sport that is traditionally perceived as exclusive.

- Respondents reported that merit-based selection and financial support for coaching, equipment, and travel substantially lowered barriers to participation. This approach has enabled talented youth from diverse socio-economic backgrounds to access high-performance training environments that would otherwise be inaccessible. By widening the socio-economic base of participants, the program not only democratizes access to golf but also creates pathways for long-term mobility, exposure, and opportunity for emerging athletes.

Challenges in Implementation

- **Injury prevention and return-to-play:** If injured, an athlete requires close monitoring, personal training which can get difficult in this setup.

- Based on the program's current model, each golfer is supported through this scholarship which concentrates the resources on a limited cohort. This structure, while ensuring depth of support, also constrains opportunities to extend scholarships to a wider pool of deserving golfers.

Stories from Field

Stakeholder Quotes

"The Golf Excellence Programme improved my performance and provided the flexibility which helped me balance my studies as well."

-Rhea Jadon

"The international coaching perspective has taken our game to the next level."

-Sunhit Bishnoi

"The continuous monitoring of game performance based on the statistics has significantly helped in strategizing my play methods."

-Jahanvi Bakshi

Awards won by Golfers (FY 2023-24)³

1. Kartik Singh

- Winner of the Asian Junior Masters Championship
- Secured multiple podium finishes at leading junior tournaments in India and overseas, consolidating his position among the country's top-ranked junior golfers.

2. Hitaashee Bakshi

- Winner at the Thai LPGA Qualifying School, marking a significant international milestone.
- Recorded multiple wins and podium finishes on professional and amateur circuits.
- Earned recognition for consistent performances at international championships and tour events.

3. Sunhit Bishnoi

- Winner of the inaugural India Cements Pro Championship 2023 on the PGTI Tour.
- Registered several top-10 finishes across PGTI events, reinforcing his standing in Indian professional golf.

4. Lavanya Jadon

- Delivered strong performances at national and international amateur championships.

³ Shared by DLF Foundation

- Achieved top finishes in prestigious events, including national stroke play and international amateur tournaments.

5. Riya Jadon

- Consistently featured among top performers in IGU-sanctioned junior and amateur tournaments.
- Secured podium placements across multiple age-group competitions during the year.

6. Jahanvi Bakshi

- Recorded notable finishes in national junior tournaments.
- Demonstrated steady progression through consistent performances on the junior amateur circuit.

7. Overall Programme Achievement

- Golfers from the DLF Golf Excellence Programme collectively achieved multiple national titles, international wins, and podium finishes across junior, amateur, and professional categories during FY 2023–24.
- These accomplishments reflect the programme’s focus on elite training, international exposure, and long-term athlete development.

Testimonials of Golfers⁴

EDUCATION

OUTREACH

MENTORSHIP

GOLF EXCELLENCE PROGRAMME

SOCIAL SUSTAINABILITY

Golf Excellence Programme

The Golf Excellence Programme continues to drive its players towards excellence in the sport, with many students participating in tournaments and scoring highly yet again.

Budding Golfers Earn Accolades

The new year unfolds with the several accomplishments achieved by our budding golfers in the Golf Excellence Programme.



Ajay Chagay secured the second position at the GGI Jeddah Junior Golf Championship in Pune. We are glad to share that he is now the number one golfer in India in the under 15 years category.



Kartik Singh started the year 2024 with multiple victories at the Mark Mountain Junior Masters and the MGI & IGC Quarter at the HIC Classic Golf Club. Remarkably, Kartik was very single one of the five major tournaments he played in 2023 including KGI Junior Golf Championship, Young Master Brides Tour Championship, Little Master Golf Quarter, KGI Junior Cup, and KGI Junior Junior Boys.

Wishing both the golfers immense achievements in their sporting endeavours.

DLF Junior Golf Training Camp with Jonathan Mannie

Internationally recognised coaches periodically provide training to the budding golfers enrolled in the Golf Excellence Programme, conducting assessments and delivering specialised training. In early January, the DLF Junior Golf Training Camp was organised with mentor and coach Jonathan Mannie, Chairman of the Confederation of Professional Golf Education Committee. Jonathan has worked as Regional Coach, Technical Advisor and National Coach for the Australian Golf Federation, as well as coached the Swiss National Team.

The eight-day camp with Jonathan delved into the holistic aspects of player development encompassing fitness, nutrition, mental conditioning, and course management. This camp provided budding golfers with an excellent learning experience.

HEALTH CARE

EDUCATION

OUTREACH

SOCIAL SUSTAINABILITY

GOLF EXCELLENCE PROGRAMME

Golf Excellence Programme

Fostering excellence in golf.



Player of the Month

14 years old Riya, a student of the Golf Excellence Programme since 2022, showcased her talent in the sport with a string of notable victories over the past two years. She secured the top position in the 11 Ladies Open Amateur Golf Championship in 2022, fourth in the Thailand Junior Development Tour, and second in both the KGI Western and Northern India Ladies & Junior Golf Championships the same year. This year, she emerged as the champion in the Golf Federation of Karnataka Tour and secured second place in both the 8th and 9th NRI Junior Golf Championships. Riya's dedication to the sport and her commitment to achieving her golfing dreams serve as an inspiration to all aspiring golfers.

Some of her key wins include

Tournaments	Position secured by Riya in ALL INDIA
6 th NRI Cup Junior Golf Championships, 2023	1 st Over All
6 th NRI Cup Junior Golf Championships, 2023	2 nd Over All
Golf Federation of Karnataka Tour (Entered into National Amateur Golf Federation (NAGF)), 2023	1 st Over All
11 Ladies Open Amateur Golf Championship, 2022	4 th Over All
Thailand Junior Development Tour (TJDT), 2022	4 th Over All
12 th DDF Junior Golf Championship, 2022	2 nd Over All
YAGI Karat Jambhaji Golf Championship, 2022	1 st Over All
The Young Master Amara Golf NCR State-level Championship, 2022	2 nd Over All
KGI Western India Ladies & Junior Golf Championship, 2023	2 nd Over All
KGI Northern India Ladies & Junior Golf Championship, 2022	2 nd Over All
YAGI Karat Jambhaji Young Masters Brides Golf Championship, 2022	3 rd Over All

Wishing Riya continued success on her remarkable golfing journey. May every swing bring her closer to her dreams!

EDUCATION

OUTREACH

MENTORSHIP

GOLF EXCELLENCE PROGRAMME

SOCIAL SUSTAINABILITY

Meet the Budding Golfer!



Jahnavi Bakshi

About the Programme

The Golf Excellence Programme was introduced in 2017 and since its inception, the programme has achieved remarkable results. With a focus on tournament participation, many young golfers have earned laurels, making their journey towards becoming professional golfers.

Jahnavi's passion for golf led her to enrol in the Golf Excellence Programme 7 years ago with the hope of pursuing a career in the sport. Over a year, her talent and dedication led her to be recruited as the **Lady Golfer in the First Order of Merit** for the prestigious **Indian Golf Union**.

Further, Jahnavi was elected professional member of the **Women's Golf Association of India (WGAI)** and remains dedicated to her ambition to become a pro in the game.

Jahnavi's Golf Achievements

- Hero Women's Professional Golf Tour (WPGT) 2021
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- Hero Women's Professional Golf Tour (WPGT) 2021
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- Hero Women's Professional Golf Tour (WPGT) 2021

Kudos to Jahnavi for her golfing journey ahead!

EDUCATION

OUTREACH

MENTORSHIP

GOLF EXCELLENCE PROGRAMME

SOCIAL SUSTAINABILITY

Meet the Budding Golfer!



Lavanya Jadhav

About the Programme

The Golf Excellence Programme was introduced in 2017 and since its inception, the programme has achieved remarkable results. With a focus on tournament participation, many young golfers have earned laurels, making their journey towards becoming professional golfers.

Lavanya's passion for golf led her to enrol in the Golf Excellence Programme 7 years ago with the hope of pursuing a career in the sport. Over a year, her talent and dedication led her to be recruited as the **Lady Golfer in the First Order of Merit** for the prestigious **Indian Golf Union**.

Further, Lavanya was elected professional member of the **Women's Golf Association of India (WGAI)** and remains dedicated to her ambition to become a pro in the game.

Lavanya's Golf Achievements

- Hero Women's Professional Golf Tour (WPGT) 2021
- Hero Women's Professional Golf Tour (WPGT) 2021
- Hero Women's Professional Golf Tour (WPGT) 2021
- Hero Women's Professional Golf Tour (WPGT) 2021
- Hero Women's Professional Golf Tour (WPGT) 2021
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- Hero Women's Professional Golf Tour (WPGT) 2021
- Hero Women's Professional Golf Tour (WPGT) 2021

We extend our heartfelt wishes for a promising future in the world of golf.

EDUCATION

OUTREACH

MENTORSHIP

GOLF EXCELLENCE PROGRAMME

SOCIAL SUSTAINABILITY

Championing Excellence in Golf



Hitaashee Bakshi

About the Programme

The Golf Excellence Programme was introduced in 2017 and since its inception, the programme has achieved remarkable results. With a focus on tournament participation, many young golfers have earned laurels, making their journey towards becoming professional golfers.

Hitaashee's passion for golf led her to enrol in the Golf Excellence Programme 7 years ago with the hope of pursuing a career in the sport. Over a year, her talent and dedication led her to be recruited as the **Lady Golfer in the First Order of Merit** for the prestigious **Indian Golf Union**.

Further, Hitaashee was elected professional member of the **Women's Golf Association of India (WGAI)** and remains dedicated to her ambition to become a pro in the game.

Hitaashee's Golf Achievements

- Hero Women's Professional Golf Tour (WPGT) 2021
- Hero Women's Professional Golf Tour (WPGT) 2021
- Hero Women's Professional Golf Tour (WPGT) 2021
- Hero Women's Professional Golf Tour (WPGT) 2021
- Hero Women's Professional Golf Tour (WPGT) 2021
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Hitaashee remains committed to bringing glory to India on the world stage, and we wish her the very best in this remarkable journey.

EDUCATION

OUTREACH

MENTORSHIP

GOLF EXCELLENCE PROGRAMME

SOCIAL SUSTAINABILITY

Young Golfers Lavanya, Shat, & Hitaashee Earn Accolades

The Golf Excellence Programme continues to drive its players towards excellence in the sport, with many students participating in tournaments and scoring highly yet again.



Lavanya Jadhav

About the Programme

The Golf Excellence Programme was introduced in 2017 and since its inception, the programme has achieved remarkable results. With a focus on tournament participation, many young golfers have earned laurels, making their journey towards becoming professional golfers.

Lavanya's passion for golf led her to enrol in the Golf Excellence Programme 7 years ago with the hope of pursuing a career in the sport. Over a year, her talent and dedication led her to be recruited as the **Lady Golfer in the First Order of Merit** for the prestigious **Indian Golf Union**.

Further, Lavanya was elected professional member of the **Women's Golf Association of India (WGAI)** and remains dedicated to her ambition to become a pro in the game.

Lavanya's Golf Achievements

- Hero Women's Professional Golf Tour (WPGT) 2021
- Hero Women's Professional Golf Tour (WPGT) 2021
- Hero Women's Professional Golf Tour (WPGT) 2021
- Hero Women's Professional Golf Tour (WPGT) 2021
- Hero Women's Professional Golf Tour (WPGT) 2021
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EDUCATION

OUTREACH

MENTORSHIP

GOLF EXCELLENCE PROGRAMME

SOCIAL SUSTAINABILITY

Glimpses of Golf Excellence Programme



Kartik Singh

About the Programme

The Golf Excellence Programme was introduced in 2017 and since its inception, the programme has achieved remarkable results. With a focus on tournament participation, many young golfers have earned laurels, making their journey towards becoming professional golfers.

Kartik Singh emerged as the overall boys champion of the **Hero's Cup 2023 All India Schools Golf Championship** and won the **Little Master Junior Golf Tour (WPGT)** in the boys age category, both held at the **Classic Golf and Country Club, Mumbai**.

His performance numbers included

- He shot 6 under par over 3 rounds, to win by 7 strokes
- Final score of 67-72 (Total 139)
- 22-68 (4 under par) and 12-11 (1 under par) over the final rounds

EDUCATION

OUTREACH

MENTORSHIP

GOLF EXCELLENCE PROGRAMME

SOCIAL SUSTAINABILITY

Sunhit Bishnoi's Golfing Journey



Sunhit Bishnoi

About the Programme

The Golf Excellence Programme was introduced in 2017 and since its inception, the programme has achieved remarkable results. With a focus on tournament participation, many young golfers have earned laurels, making their journey towards becoming professional golfers.

Sunhit started his golfing journey at the age of seven at the **DLF Golf & Country Club**, a place he affectionately calls his home course and where his remarkable journey began. "That's where it all started for me," he says. "I grew up closely observing the game, and over time, my love for golf developed into a passion that shaped into who I am today."

Since then, Sunhit has pursued his passion with unwavering dedication, determination and discipline. His journey, as he describes it, has been "nothing short of amazing." Over the years, he has had the honour of representing India multiple times on international stage. "Wearing the Indian flag abroad has given me immense pride and joy," he shared.

His achievements reflect years of hard work and persistence, finishing as India's top junior and amateur golfer, earning a medal at the 2023 National Games, and securing podium positions at the **Hang Kong Juniors, Singapore Juniors**, and the **Junior World Championships**. Training professionally at the age of 23, Sunhit went on to win his first professional title in just his 25th start, a notable top-three finish in professional tournaments.

The road to success, however, has not been without challenges. Compensating week after week across different cities and countries meant constantly adapting to new weather conditions, food habits, and golf courses. "It's demanding – both mentally and physically," he admits. "Playing in different environments taught me resilience and adaptability, and I realised how important it is to stay balanced and focused, no matter what you face."

Looking ahead, Sunhit's vision remains clear and ambitious. "My focus is on winning more professional tournaments and eventually competing on the Professional Golfers' Association Tour," he says with determination. "My dream keeps me motivated every single day. My passion for the game is as strong as ever, and I'm excited for what lies ahead."

Sunhit has been supported by the DLF Foundation's Golf Excellence Programme since 2017. We extend our best wishes to him for continued success.

Contributing to the DLF Foundation's Golf Excellence Programme

Scan QR Code to learn more about Golf Excellence Programme

EDUCATION

OUTREACH

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GOLF EXCELLENCE PROGRAMME

SOCIAL SUSTAINABILITY

Programme Highlights from the Golf Excellence Programme

The Golf Excellence Programme continues to drive its players towards excellence in the sport, with many students participating in tournaments and scoring highly yet again.



Group of young golfers

play facilities at the DLF Golf & Country Club, along with coverage of travel expenses for participation in tournaments. The programme supported 11 young golfers in FY 2024-25. The trained golfers have won various National and International tournaments, including the **Singapore Junior Championship**, **US Kids Thailand Championship**, **Optima Jaga International Series**, **Hero Order of Merit**, **Trinity Golf Premier League**, **Nepal Amateur Championship**, **Tissot Junior Open**, among many others.



Young golfer in action

The programme provided training sessions encompassing on-course play, course management, biomechanics, fitness, nutrition, equipment, access to practice and

Case Study

Case Study: Excellence refined through discipline and performance

Sunhit Bishnoi is a young professional golfer from Gurugram, India, known for his rapid rise on the Professional Golf Tour of India (PGTI). He has gained attention for his powerful, aggressive playstyle and consistent leaderboard presence. He has been part of the DLF Golf Excellence Program for a long duration. Through this sponsorship, his strategy has improved as he received international exposure and opportunities. His early golfing foundation through the programme helped him sharpen his long game, short-game precision and competitive maturity.

Sunhit's breakthrough moment came at the inaugural India Cements Pro Championship (Chennai, August 2023). His best OWGR Rank is 1142. He has competed across PGTI, ADT (Asian Development Tour), and international events. Sunhit Bishnoi's journey from a young golfer at DLF Foundation to a PGTI tournament winner with growing international exposure reflects a promising career with a strong upward trajectory. His combination of power, precision and mental strength makes him one of India's most promising professional golf talents.



Conclusion and Way Forward

The SWOT analysis outlines the key strengths, weaknesses, opportunities, and threats associated with the Golf Excellence Program. It provides insights into the impact on the selected 12 Golf trainees, their training, nutrition, fitness, guidance etc. while also identifying areas for improvement and potential challenges.

Strengths

- Comprehensive high intensity Golf training with full sponsorship of trainees from low-income homes.
- Access to international expertise and infrastructure as per global standards.
- Holistic support comprising training, logistics, equipment, nutrition and fitness.

Weaknesses

- Potential challenges in expansion/scalability of additional juniors under this programme.

Opportunities

- Scalable talent pipeline from under-represented communities.
- Expansion into sports psychology for improved mental wellbeing and tournament preparedness.

Threats

- Risk of retention against overseas opportunities.
- Rising cost of competitive Golf may require additional CSR contribution in future.



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Impact Assessment - Saving Lives through Safer Roads

DLF Limited

March 2026

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Executive Summary

Programme title	Saving lives through Safer Roads
Implementing partner	DLF Foundation
Programme overview	DLF Foundation, in collaboration with Gurugram Metropolitan Development Authority (GMDA) undertook pedestrian safety initiatives in FY 2022–23 to strengthen road and pedestrian safety and promote sustainable mobility across Gurugram. As part of the “Saving Lives through Safer Roads” programme, pedestrian walkways and a dedicated cycling path were developed along the major traffic junction spanning Sectors 42/43 and 53/54 towards Faridabad Road, locations identified as high-risk due to heavy traffic flow and unsafe pedestrian crossings. The programme involved the construction of a 0.8-km Cycle Track and Pedestrian Walkway along the Faridabad Road stretch, ensuring safe and uninterrupted movement for walkers and cyclists navigating these busy intersections.
Programme period	FY 2023-24
Contribution amount	INR 1.48 Cr. ¹
Programme location	• Cycle track and pedestrian walkway at the junction of Sector 42/43 & 53/54 towards Faridabad Road, Gurugram
Direct Beneficiaries	General Public
Problem statement	Gurugram continues to have one of the highest road accident burdens in Haryana, with 478 fatalities recorded in 2025 an increase from 472 in 2024 according to district traffic data ² . Pedestrians remain among the most vulnerable users as they navigate through fast-moving corridors without safe walking or crossing facilities. The absence of continuous footpaths, dedicated crossovers, and grade-separated pedestrian infrastructure on major high-traffic routes has been repeatedly highlighted as a key contributor to these fatalities. Thereby this programme aimed to address the safety gaps by developing essential pedestrian walkways to reduce accidents and ensure safer movement for the public.
SDG alignment	3 GOOD HEALTH AND WELL-BEING 11 SUSTAINABLE CITIES AND COMMUNITIES 17 PARTNERSHIPS FOR THE GOALS

¹ Details shared by DLF Foundation

² <https://www.hindustantimes.com/cities/gurugram-news/rearend-side-impact-head-on-crashes-led-to-93-road-deaths-in-gurugram-2324-101771292806282.html>

Summary of Findings

A comprehensive account of Deloitte's observations and results from the impact assessment of the Programme areas within the OECD-DAC framework parameters.

Parameter	Rationale	Score
Relevance	- The programme addressed a clearly identified urban-safety challenge in Gurugram, where pedestrians were routinely compelled to cross high-volume, high-speed arterial roads at the Sector 42/43 & 53/54 junctions. These locations posed recurring risks for daily commuters, including office-goers, domestic workers, children, and elderly pedestrians. The creation of a dedicated 0.8-km pedestrian walkway and cycling track directly responded to this mobility gap by offering safe, contiguous, and protected movement corridors. - The intervention aligns with the broader vision of promoting road and pedestrian safety and making Gurugram a pedestrian-friendly city, reflecting both civic priorities and community needs for safer and more inclusive public spaces. - The programme aims to prevent accidents, save lives, and ensure safer, more accessible pathways for the public, including senior citizens and differently-abled individuals. With a focus on building walkways, crossings, and providing emergency support, the initiative represents a multi-dimensional approach to urban safety and health.	
Coherence	The initiative demonstrates strong internal coherence through coordinated implementation by GMDA, and the DLF Foundation. It aligns externally with broader national and international frameworks, including India's road-safety commitments and global priorities under SDG 3 (Good Health and Well-Being), SDG 11 (Sustainable Cities and Communities) and SDG 17 (Partnerships for the Goals). The programme was integrated with the city's mobility strategies and adhered to regulatory and planning norms, ensuring consistency with ongoing infrastructure development efforts.	
Effectiveness	- The development of a continuous, safe walking and cycling corridor has significantly improved ease of movement across a previously unsafe junction, reducing the risk of pedestrian-vehicle conflict. - Complementary features such as plantations and rainwater-harvesting pits enhanced usability, comfort, and environmental value along the stretch.	
Efficiency	The programme optimised resources by integrating existing urban-development processes and collaborating with key authorities, reducing duplication and ensuring streamlined approvals. The design choices emphasised durability and low-maintenance accessibility features, contributing to efficient long-term operational readiness. Leveraging established institutional capacities enabled timely delivery of infrastructure and minimised implementation delays.	
Impact	The programme has contributed to safer pedestrian mobility in one of the most heavily trafficked corridors of Gurugram.	



- 100% of respondents reported that traffic congestion during peak hours significantly reduced after the construction of the pedestrian walkways.
- All respondents confirmed that the newly developed infrastructure was safe and accessible for individuals with disabilities.
- 100% of the respondents believe that the programme has improved their overall wellbeing and safety.
- 100% respondents admitted that the walkways & cycle paths were being well maintained.

Sustainability

- Periodic evaluations conducted by the DLF Foundation supported the long-term functionality and safety of the infrastructure, contributing to sustained upkeep and continued service delivery.
- By strengthening durable, universally accessible links between key traffic points, the programme embedded itself in the city's long-term mobility framework and aligned with national road-safety priorities, increasing the likelihood that its benefits would be maintained over time.
- This intervention prioritizes the everyday needs of pedestrians, especially the most vulnerable, such as the elderly, children, and differently-abled individuals.



Recommendations

The assessment conducted by the Deloitte team has highlighted opportunity areas to enhance the contribution's effectiveness and maximize impact. These are tabulated as recommendations below:

Recommendations	Description
Proactive Digital Monitoring	• Introduce a lightweight, cloud-based dashboard that continuously tracks key performance indicators such as lighting function, cleanliness levels, and drainage flow. Since routine cleaning and drainage works were already in place, the tool would enable enhancing visibility of these activities and flag any emerging issues.
Increase Community Engagement	• Organize regular community events to promote pedestrian safety and infrastructure use.

Pictures of before development of Pedestrian Walkway at Sector 42/54, Gurugram (Source: DLF Foundation)



Pictures of after development of Pedestrian Walkway at Sector 42/54, Gurugram (Source: DLF Foundation)



Approach and Methodology

Deloitte used a mixed research design to conduct the assessment, with research questions framed along the Development Assistance Committee (OECD, 1991) principles. The data collection tools sought to collect information from programme documents, stakeholders and beneficiaries around key indicators adapted from the UNDP's Results Based Management framework. The assessment involved an analysis of qualitative and quantitative data using primary and secondary data sources.

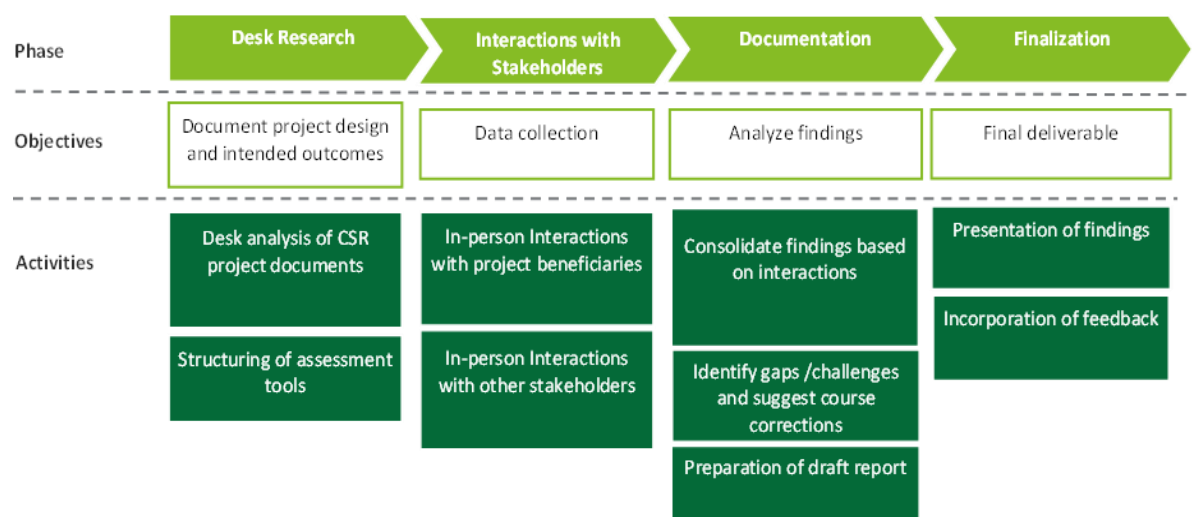
The results-based framework was deployed to determine the programme-specific inputs, processes, outputs, and outcomes/impact customized as per the programme execution model and in consultation with implementing partners and available documentation.

Data for the assessment was collected to answer the following research questions:

- Are the CSR initiatives either relevant to the community's needs/aspirations or aligned with the developmental priorities of the region?
- What were the intended or planned outcomes of the initiatives? Are the program's results in line with the anticipated outcomes?
- How have the CSR initiatives impacted beneficiaries and other relevant stakeholders? Explore changes in the physical, economic, and socio-cultural environments?
- How do the beneficiaries and other stakeholders perceive the CSR initiatives undertaken?
- Are the activities ensuring long-term solutions to the developmental issues of the region? What elements have been built into the programme design that will ensure sustainability of results?
- Has there been a disruption in impact due to remote program execution? Are there any potential strategies that could be deployed to combat this disruption?

Report Development Approach

The impact assessment of the CSR initiatives was executed in a phased manner. The four main phases are outlined below.



Common Results Framework

The Common Results Indicators developed along United Nations Development Programme (UNDP's) Results Based Framework for monitoring were used as the basis for the programmatic review. Both primary and secondary programme related data were reviewed to gain a holistic understanding of the implementation model and outcomes.

Inputs	Processes	Outputs	Outcomes
• Contribution utilized • Programme staff deployed • Capacity building and training to staff • Partnership with partner organizations	• Awareness on road safety • Collaboration with government authorities for approvals • Construction of Infrastructure • Regular monitoring and evaluation	• Length of the walkway constructed • No. of pedestrian crossings installed • No. of progress reports submitted	• Increased public awareness of road safety and pedestrian rights • Reduced pedestrian accidents in high-risk areas • Evidence-based improvements for ongoing road safety measures

Desk-based Research

In addition to the stakeholder interactions through Key Informant Interviews with the Programme staff as well as the DLF Foundation management, the following programme related documents were reviewed:

- GMDA Approval – Pedestrian Walkway

Description of Sample

A stakeholder mapping exercise, based on the desk review, was conducted to identify the range of interactions that would be required to document multiple perspectives about impact. The documentation of multi-stakeholder interactions was critical to validating findings through triangulation. The stakeholder mapping for the programme is presented below:

Primary stakeholders: • Pedestrians • Commuters	Secondary stakeholders: • Administrative team • GMDA officials
--	---

Sampling Plan

A multi-stage mixed methodology was adopted to identify the sample of respondents for the study. The final set of the respondents, given the wide spread of beneficiaries across locations, was selected purposively. A snapshot of the sample covered is given below:

Programme location	Sample covered	Type of sampling
Gurugram	• Pedestrians: 6 • Program team and staff -6	• Purposive
Stakeholder type	Sample covered	Type of sampling
• Pedestrians	• Pedestrian walkway at the junction of Sector 42/43 & 53/54 towards Faridabad Road, Gurugram: 6	• Purposive
• Program team and staff	• Gurugram: 6	• Purposive

To complete the impact assessment study, Deloitte team conducted a transect walk through the pedestrian walkway with layout guidance from the DLF Foundation team. A sample of beneficiaries including program staff was selected for the purpose of the assessment.

Study Tools

A range of participatory tools were customized to meet the objectives of the assessment. The table below presents a snapshot of the tools used during various stakeholder interactions during the assessment.

Stakeholders	Key points covered	Study tools employed
Direct beneficiaries/ respondents	• Nature of support provided • Feedback on the programme • Perceived social impact (Reduced traffic flow, increased safety & awareness)	FGD, survey, case study
Indirect beneficiaries/ respondents	• Feedback on the programme • Perception of impact • Gap areas and needs that could be potentially bridged by CSR support	KII, survey, FGD

Limitations

- As the initiative of pedestrian walkway and cycle track operates in public spaces, collecting feedback from respondents with accurate recall can be challenging. Pedestrians are often on the move and may find it difficult to clearly remember specific incidents or behaviours.

Programme Coverage

Coverage Snapshot

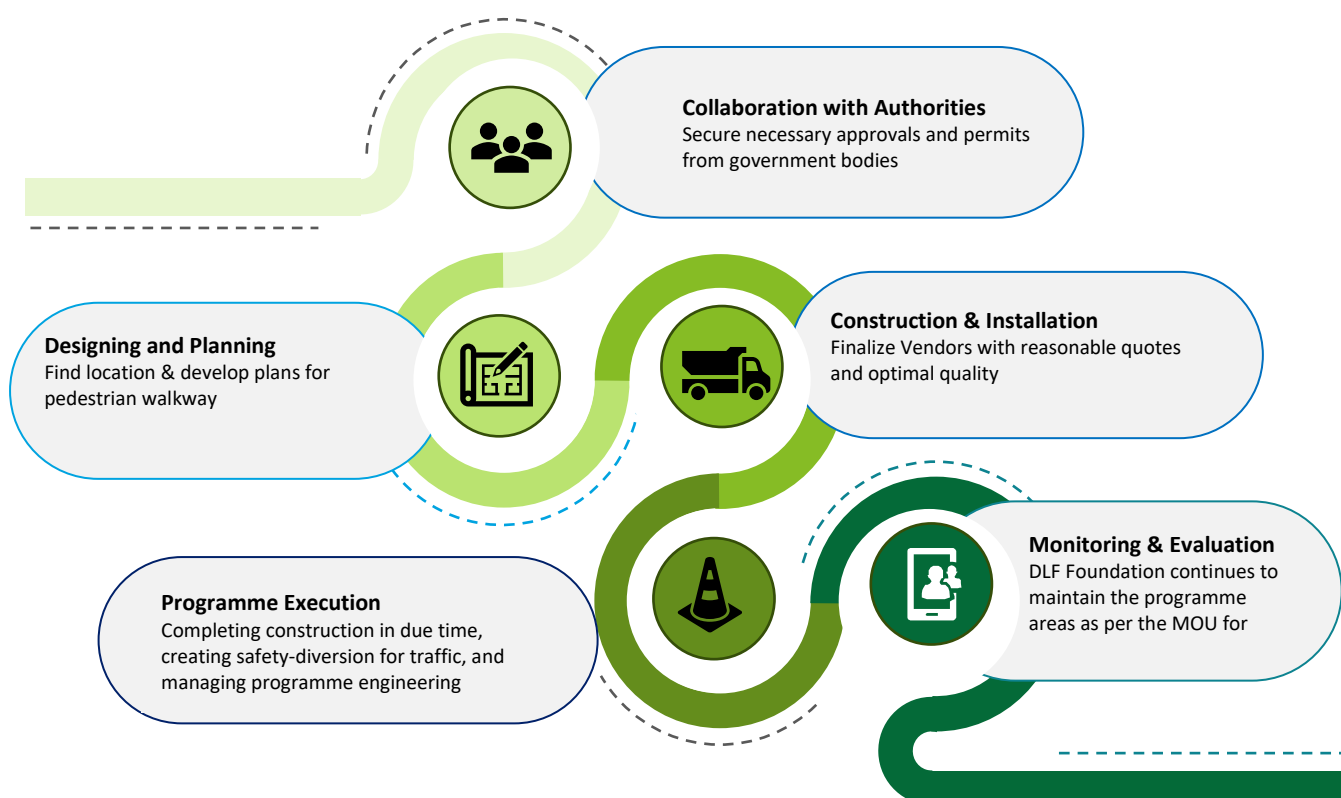
	800 mtrs of pedestrian walkways and cycle tracks.
	Rainwater harvesting pits have been developed alongside some of the roads.
	Tree Plantations along the roads and walkways have been done and are being well-maintained.
	Ramps for people with disability To ensure proper accessibility and inclusivity, providing equal benefits.

Description of Intended Public Beneficiaries

- **Pedestrians and Cyclists** - Individuals who walked and cycled along the roads benefited from safer, well-designed walkways and dedicated cycle tracks, making their travel more secure and convenient.
- **Commuters** - Daily travellers who used the roads experienced improved traffic flow, reduced accidents, and a more organized transportation system, enhancing their overall travel experience.
- **Differently abled people** - Accessible walkways, ramps, and crossings designed with their needs in mind made it easier and safer for people with disabilities to move around the city.
- **Residents** - Locals living near the upgraded roads benefited from improved safety, reduced traffic-related risks, and better overall infrastructure that enhanced their quality of life.
- **Government Authorities** - Local authorities benefited from enhanced road safety and more efficient traffic management systems, aiding in long-term urban planning and infrastructure development goals.

Programme Model

The programme focused on improving pedestrian safety and sustainable mobility in Gurugram by developing a pedestrian walkway at critical high-traffic junctions. These interventions created safe, grade-separated crossings that significantly reduced pedestrians' exposure to fast-moving vehicles and encouraged a shift toward walking for short urban trips.



Inputs

Land Assessment and Surveys:

- Topographical survey of the area like previous years.
- Traffic volume studies assessed pedestrian and cyclist demand same as previous years.

Stakeholder Engagement:

- Compliance with local, national, or international road safety and accessibility standards.
- Design standards for walkway width, cycling lane dimensions, and safety measures.

Vendor Finalization:

- List of potential vendors for construction and installation of walkways, cycle tracks, and signage.
- Contracts for construction and safety equipment supply.

Budget and Funding:

- Estimation of costs for construction, labour, and maintenance.
- Securing funding from public or private sources.

Process

Identification of Critical Areas:

- Conduct site surveys using GPS, traffic data, and mapping software to assess accident-prone areas.
- Collaborate with local authorities and traffic experts to identify key roads and junctions needing safety improvements.
- Prioritize locations based on accident history, traffic volume, and pedestrian activity.

Infrastructure Design Development:

- Collaboration with urban planners and traffic safety experts to develop the design for walkways, cycle tracks, and traffic signage.
- Ensuring that the design considers factors such as road safety, accessibility for specially-abled individuals, and sustainable infrastructure.
- Finalizing the design, ensuring alignment with safety standards, government guidelines, and the programme's long-term goals.

Procurement Process:

- Issue a request for proposals (RFP) to select contractors for construction and installation of road safety infrastructure.
- Evaluate vendors based on their experience, capability, pricing, and quality of work.
- Obtain third-party quotations to ensure competitive pricing and transparency in vendor selection.
- Finalize contracts with selected vendors and establish programme timelines for construction and installation.

Construction & Installation:

- Begin construction of rainwater harvesting pits, walkways, cycle tracks, and installation of traffic signage according to the approved design.
- Ensure proper traffic management and minimize disruption to the community during the construction process.
- Set up infrastructure for rainwater harvesting and safety features, such as pedestrian crossings, guardrails, and traffic signals.
- The execution of different components such as road markings, signage, and guardrails will follow the finalized design plan.

Monitoring & Evaluation:

- Implement a monitoring system to track the effectiveness of the installed infrastructure, using traffic and accident data.
- Conduct surveys with commuters, pedestrians, and residents to evaluate safety improvements.
- Adjust and optimize the infrastructure based on feedback and performance data to continuously improve road safety.

Programme Completion & Maintenance:

- Upon programme completion, assess the outcome and ensure all infrastructure is in place as per the design.
- An AMC based maintenance period of 3 years was undertaken to ensure the infrastructure remained in good condition, with regular checks and minor repairs.
- After the initial 3-year maintenance period, the programme shall undergo renewal and oversight by the government, ensuring long-term sustainability and safety.

Strategic Differentiators



Using comprehensive government/authority needs-assessment data to finalize programme location(s) for maximum impact.



User-Centric design with inclusive accessibility



Alignment with the DLF Foundation's CSR strategy that focusses on prioritizing citizen safety and wellbeing



Promotes safer road crossing experience by providing safe area and infrastructure pedestrian.

Impact created through DLF Foundation's CSR contribution

An analysis of survey responses and the content analysis of narratives recorded during field interactions with multiple sample stakeholders including pedestrians, commuters and DLF program and management staff are presented below. The impact discussed is specific to the model used in the delivery of interventions.

Key Findings

Enhanced Urban Mobility and Road Safety through Improved Pedestrian Infrastructure (Survey Results)

Pedestrian Walkway: Beneficiaries unanimously reported that the newly developed pedestrian walkway has significantly eased movement and reduced congestion during peak hours at the Sector 42/43 & 53/54 junction toward Faridabad Road, Gurugram. Prior to its construction, pedestrians were compelled to walk along the carriageway or navigate through mixed traffic, which not only slowed vehicle flow but also created bottlenecks during morning and evening rush hours. The absence of a dedicated walking path made the area particularly difficult to commute through, as pedestrians and vehicles compete for limited road space.

100% respondents reported improved connectivity because of pedestrian walkway (N=6)



"Earlier, I had to squeeze between cars just to walk to the metro. Now, with the walkway, my daily commute feels safer and faster,"- Daily commuter.

With the introduction of the designated walkway, pedestrian movement has now been channelized and separated from vehicular lanes, allowing traffic to move more freely and predictably. This reallocation of space has helped decongest the junction, especially during high-density travel periods. Beneficiaries also indicated that the walkway has reduced the overall time taken to travel through the area both for pedestrians who now enjoy a safer, uninterrupted route, and for motorists who experience fewer slowdowns caused by pedestrians crossing or walking along the road. As a result, the intervention has improved safety, enhanced mobility efficiency, and contributed to smoother peak-hour traffic flow across the junction.

Improved Accessibility for Differently Abled

Pedestrian Walkway: All beneficiaries unanimously reported that the newly developed pedestrian walkway is fully accessible and supportive of the needs of diverse user groups, including elderly persons, children, pregnant women, and individuals with mobility or visual impairments. The incorporation of universal-design elements has played a crucial role in ensuring that the walkway can be used safely, comfortably, and independently by pedestrians with varying levels of mobility.

100% beneficiaries reported easily accessible infrastructure (N=6)



Key accessibility features such as tactile pathways guide people with visual impairments along the route and help them navigate turns, edges, and junctions with confidence. These tactile indicators ensure continuous, predictable movement and significantly reduce the risk of missteps or conflicts with vehicular areas. The walkway is also equipped

with high-contrast signage, which enhances visibility for seniors and those with low vision, making directional information easy to read even in low-light or high-traffic conditions.

In addition, the use of clear wayfinding graphics supports intuitive navigation for children, first-time users, and individuals who may rely more on visual cues than text-based signage. The straightforward layout, combined with smooth surface finishes, ensures that pregnant women, elderly pedestrians, and caregivers with strollers can traverse the stretch without physical strain.

Improved Pedestrian Safety

Pedestrian Walkway: All beneficiaries unanimously expressed that the pedestrian walkway is the safest way to commute during peak hours at the Sector 42/43 & 53/54. Prior to its development, pedestrians were required to navigate between fast-moving vehicles and congested lanes, making the area particularly hazardous during morning and evening rush hours. The dedicated walkway now provides a clearly demarcated, protected route that separates pedestrians from vehicular traffic, significantly reducing exposure to risk.



Eco-Friendly Upgrades and Urban-Beautification

The programme's green infrastructure and environmental enhancements have significantly improved both the visual appeal and ecological resilience of the area. The incorporation of a central verge, side plantations, and rainwater harvesting (RWH) pits transformed the aesthetic appeal of the area and bolstered environmental sustainability efforts. The green spaces and side plantations have helped beautify the neighbourhood, adding lush greenery that enhances the quality of life for residents. Additionally, the installation of rainwater harvesting (RWH) pits has played a crucial role in addressing environmental concerns. According to feedback from the respondents, the previously persistent waterlogging issue in the area has been resolved following the construction of these RWH systems. The efficient management of rainwater has alleviated flooding problems, ensuring a more comfortable and safer living environment. Furthermore, these upgrades contribute to cleaner, greener surroundings, supporting environmental sustainability while promoting an eco-friendlier community.

Awareness on Road Safety Practices through Advocacy Materials

The road safety advocacy materials issued by DLF Foundation as part of the 'Saving Lives Through Safer Roads Programme' served as an important medium for sharing information on safe pedestrian behaviour and responsible road-use practices. The communication campaigns, presented through visually engaging digital posters, consistently emphasized key safety messages such as using pedestrian walkways, foot-over bridges, subways, and cycle tracks; obeying traffic signals; avoiding mobile phone use while walking; and crossing only when traffic has stopped.



Programme Advocacy Materials shared by DLF Foundation

Across the materials, the messaging focused on promoting safer alternatives to at-grade crossings and encouraging the use of structured infrastructure to reduce accident risks. Clear, actionable guidance such as "Use Foot-over Bridges or Subways to cross high-traffic roads" and "Observe the rules and stay safe on the road" helped reinforce behavioural

change among everyday commuters. Statistics such as pedestrians accounting for nearly 20% of road-accident fatalities in India helped reinforce the importance of responsible mobility. Timed around National

Road Safety Week and subsequent public advisories, the messages provided repeated touchpoints for awareness. The emphasis on features like elevators, ramps, and tactile pathways also supported greater understanding of safe and inclusive use of pedestrian infrastructure. Overall, the materials offered consistent, easy-to-understand information aimed at promoting safer pedestrian behaviour and encouraging the use of designated crossing facilities.

On being asked about road safety awareness, all respondents (100%) were generally well-aware of key road-safety practices, particularly those related to safe pedestrian movement. The information displayed in public-facing materials such as reminders to use pedestrian walkways, foot-over bridges, and subways, obey traffic rules and signals, avoid mobile phone use while walking and cross only when traffic has fully stopped aligned closely with the behaviours and safety choices reported by pedestrians. This suggests that individuals were familiar with recommended safety protocols and understood their importance in navigating high-traffic urban environments.

Challenges in Implementation

- In absence of constant supervision, street vendors or temporary construction workers may encroach on footpaths narrowing or blocking them, forcing pedestrians and cyclists into dangerous areas or into proximity with vehicles.
- Improper parking of vehicles, especially along or near the cycle lanes and footpaths, may obstruct safe passage for pedestrians and cyclists. This may force them to use the road, which is more dangerous and increases the risk of accidents.

Stories from Field

Stakeholder Quotes

"The walkway has elevated my road crossing experience."

-Muskan, Commuter, Walkway

" With the walkway, I no longer fear crossing this junction during office hours. It feels safe and organized. "

-Rahul, Commuter, Walkway

" Earlier, peak hours were chaotic, but now I can walk without worrying about vehicles coming too close."

- Ankur, Commuter, Walkway

Case Study

Case Study: A Pedestrian's Experience with the Walkway at Sector 42/43 & 53/54 Junction

Meera, a daily commuter who travels through the Sector 42/43 and Sector 53/54 junction toward Faridabad Road, shares how the newly developed pedestrian walkway has transformed her everyday travel experience. Before its construction, navigating this stretch meant walking along the edge of a busy arterial road where fast-moving vehicles, unpredictable traffic behaviour, and limited safe space for pedestrians made the route both stressful and unsafe particularly during peak office hours.

For Meera, the lack of a designated walking path often led to delays and constant vigilance while crossing through congested intersections. "There were days when getting through this junction felt like a challenge," she recalls. "Cars would come too close, and during peak hours it was almost impossible to find a safe space to walk."

With the introduction of the dedicated pedestrian walkway, her commute has become markedly safer, smoother, and more predictable. The clearly demarcated pedestrian zone, separated from vehicular movement, has removed the daily anxiety associated with navigating high-traffic roads. The improved surface, well-defined edges, and uninterrupted stretch enable her to walk comfortably and with confidence even during the busiest hours of the day.

Her experience reflects the broader impact of the pedestrian walkway: enhanced safety, reduced congestion, and improved daily mobility for hundreds of commuters who rely on this corridor. The intervention has not only facilitated safer movement but has also promoted a more walkable, pedestrian-friendly urban environment for the community.

Conclusion and Way Forward

The SWOT analysis outlines the key strengths, weaknesses, opportunities, and threats associated with the Road Safety programme. It provides insights into the impact on safety, accessibility, and traffic flow, while also identifying areas for improvement and potential challenges.

Strengths

- Improved pedestrian safety with the development of pedestrian walkway.
- Enhanced traffic flow and reduced congestion in key areas.
- Inclusivity with features catering to specially-abled individuals, making public spaces more accessible.
- Positive community feedback, with respondents reporting increased well-being and infrastructure improvements.

Weaknesses

- Limited public awareness about the full benefits of the programme.
- Potential challenges in comprehensive maintenance and regular monitoring of the infrastructure after expiry of 3 years AMC.

Opportunities

- Expansion of the walkway to other key areas in Gurugram.
- Collaboration with local businesses and schools to increase engagement and promote active usage.
- Potential for government partnerships to enhance funding and support for future phases.

Threats

- Risk of infrastructure damage due to anecdotal feedback on increasing vandalism, or adverse weather conditions.
- External factors like changes in urban planning or future construction programmes that may affect the programme infrastructure.

Glimpses from the Field

As observed during Deloitte field visit for the impact assessment study.



Pathway with plantation and RWH near Sector 42/54 juncture



Plantations near Sector 42/54 juncture



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