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**Impact Assessment of Project – Healthcare 24X7 Emergency
Ambulance Service Program**

DLF Assets Limited

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Executive Summary

Project title	Healthcare - 24x7 Emergency Ambulance Service Program
Implementing partner	DLF Foundation
Project overview	The DLF Foundation's ambulance care program provided 24/7, free emergency medical services for underprivileged residents, slum dwellers, and villagers in Delhi NCR. The initiative featured Basic Life Support (BLS) ambulances for rapid evacuation, COVID-19 patient transport, and oxygen supply to hospitals.
Project commencement	FY 2020-21
Contribution amount	INR 1.05 Cr. ¹
Project closure	FY 2023-24
Project location	Delhi and Noida
Direct Beneficiaries	General Public
Problem statement	The project addressed the critical lack of timely and affordable pre-hospital emergency care, especially in underserved communities where delays in accessing medical support often led to preventable health complications. Many areas lack reliable 24x7 ambulance services, resulting in slow evacuation and limited first-response capacity during emergencies. To bridge this gap, the project provided free, round-the-clock emergency ambulance services to ensure rapid medical assistance and equitable access to life-saving care for vulnerable populations.
SDG alignment	

¹ Details shared by DLF Foundation

Summary of Findings

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

Parameter	Rationale	Score
Relevance	<ul style="list-style-type: none"> Bridged critical gaps in pre-hospital emergency care by ensuring rapid, 24x7 ambulance access for underserved communities where delays often led to preventable complications and fatalities. Promoted equitable and life-saving healthcare access by providing free emergency transport services, strengthening first-response capacity, and reducing barriers for vulnerable populations during medical emergencies. 	
Coherence	<ul style="list-style-type: none"> Aligned the problem, objectives, and actions seamlessly, with free 24x7 ambulance services directly addressing the identified gaps in timely pre-hospital emergency care in underserved communities. Ensured an integrated and logical service delivery model by combining rapid medical response, equitable access, and continuous availability to create a consistent, end-to-end solution for emergency healthcare needs. 	
Effectiveness	<ul style="list-style-type: none"> Ensured timely and high-quality emergency response through deployment of fully equipped BLS ambulances, trained EMTs, proper case documentation, escalation systems, and systematic coordination with hospitals leading to reliable, round-the-clock service delivery. Delivered measurable community impact, providing critical pre-hospital care and safe medical transport to approximately 2,500 beneficiaries, demonstrating strong operational efficiency and improved emergency outcomes for underserved populations. 	
Efficiency	<ul style="list-style-type: none"> Optimized resource utilization and rapid response operations, achieved by deploying fully equipped BLS ambulances, trained EMTs, and a clear escalation and reporting system that resulted in quick mobilization and minimal turnaround time during emergencies. Streamlined coordination and documentation processes, including real-time case reporting, log-book maintenance, and structured hospital handovers, which enhanced service continuity and ensured smooth, uninterrupted emergency care delivery. 	
Impact	<ul style="list-style-type: none"> 100% of respondents reported trust and confidence in the 24x7 ambulance service, indicating enhanced community assurance, improved access to reliable pre-hospital care, and greater utilization of emergency services. 100% of ambulance staff confirmed that Meditrax training and equipment improved their ability to respond proactively, resulting in better preparedness, faster on-ground action, and improved quality of first-response care. By ensuring universal satisfaction across beneficiaries and frontline staff, the project has built a resilient emergency care ecosystem, improving survival chances, reducing preventable deaths, and strengthening local health infrastructure. 	
Sustainability	<ul style="list-style-type: none"> Institutionalized systems and trained personnel ensure long-term continuity, building internal capacity that can sustain emergency services even beyond the project period. 	

- Established community trust and consistent service reliability create sustained demand and stakeholder strengthening the foundation for continued adoption, funding, and integration into local health infrastructure.

Recommendations

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

Recommendations	Description
Community Awareness	<ul style="list-style-type: none"> • Complement this with structured awareness campaigns on when and how to access emergency services to further increase timely utilization and reduce preventable complications.
Digital Case Tracking & Reporting Dashboard	<ul style="list-style-type: none"> • Introduction of a simple digital dashboard to track cases, response time, patient outcomes and hotspots for emergencies. • Usage of GPS data for real-time performance analytics which may allow evidence based future improvements.



Patients being treated in the ambulance, Delhi NCR

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 project 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.

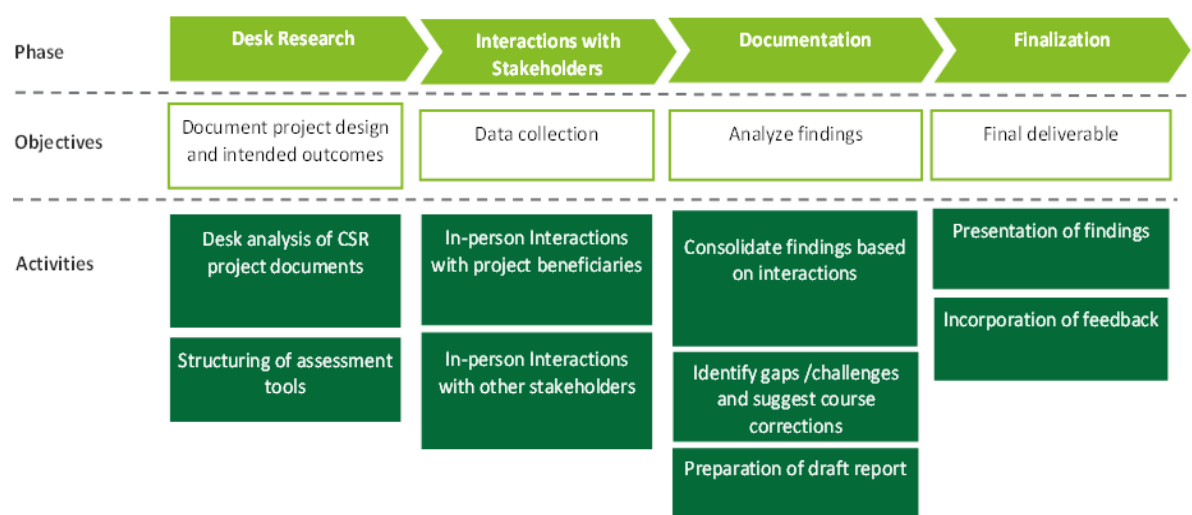
The **results-based framework** was deployed to determine the project-specific inputs, processes, outputs, and outcomes/impact customized as per the project execution model and in consultation with implementing partners and available documentation.

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 project 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 UNDP’s Results Based Framework for monitoring were used as the basis for the programmatic review. Both primary and secondary project related data were reviewed to gain a holistic understanding of the implementation model and outcomes.

Inputs	Processes	Outputs	Outcomes
<ul style="list-style-type: none"> Grant utilized Project staff deployed Capacity building and training to staff Partnership with partner organizations 	<ul style="list-style-type: none"> Awareness about 24x7 ambulance service availability Collaboration with government authorities for approvals Accessibility of on time emergency transportation service. Regular monitoring and evaluation 	<ul style="list-style-type: none"> No. of outreach programs held No. transports completed to hospitals No. of emergency calls attended No. of progress reports submitted 	<ul style="list-style-type: none"> Increased public awareness of the 24x7 ambulance service Reduced response time from call to arrival within the service zone Increased cases of receiving guideline-appropriate first aid/stabilization by trained EMTs Evidence-based improvements for ongoing health care measures

Desk-based Research

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

- Memorandum of Understanding between DLF Foundation and MEDITRAX

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 project is presented below:

<p>Primary stakeholders:</p> <ul style="list-style-type: none"> Ambulance Drivers Ambulance support staff 	<p>Secondary stakeholders:</p> <ul style="list-style-type: none"> Administrative team
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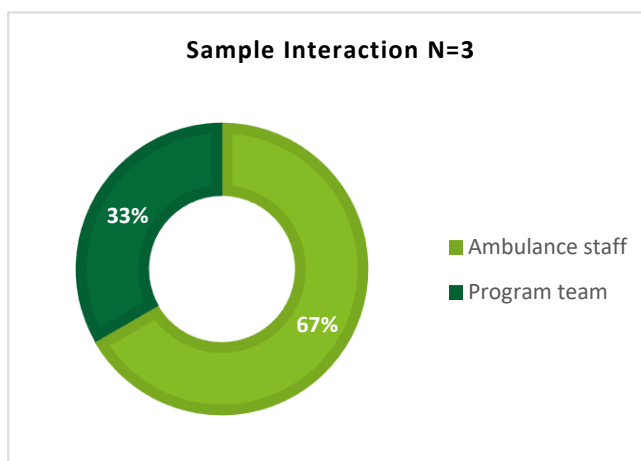
Sampling Details

Project location	Sample covered	Type of sampling
Gurugram	<ul style="list-style-type: none"> Ambulance staff: 2 Program team: 1 	<ul style="list-style-type: none"> Purposive

To complete the Impact Assessment study, Deloitte covered sample of beneficiaries including program staff was selected for the purpose of the assessment. The intervention type and location-wise distribution for the 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	<ul style="list-style-type: none"> Nature of support provided Feedback on the project Perceived social impact (Rapid medical response, immediate first aid) 	FGD, survey, case study
Indirect beneficiaries/ respondents	<ul style="list-style-type: none"> Feedback on the project Perception of impact Gap areas and needs that could be potentially bridged by CSR support 	KII, survey, FGD

Limitations

- One major challenge in conducting the impact assessment was reaching all beneficiaries for feedback, as emergency cases often involved transient or highly mobile individuals, making it difficult to track and gather comprehensive responses from every service user.

Project Coverage

Coverage Snapshot

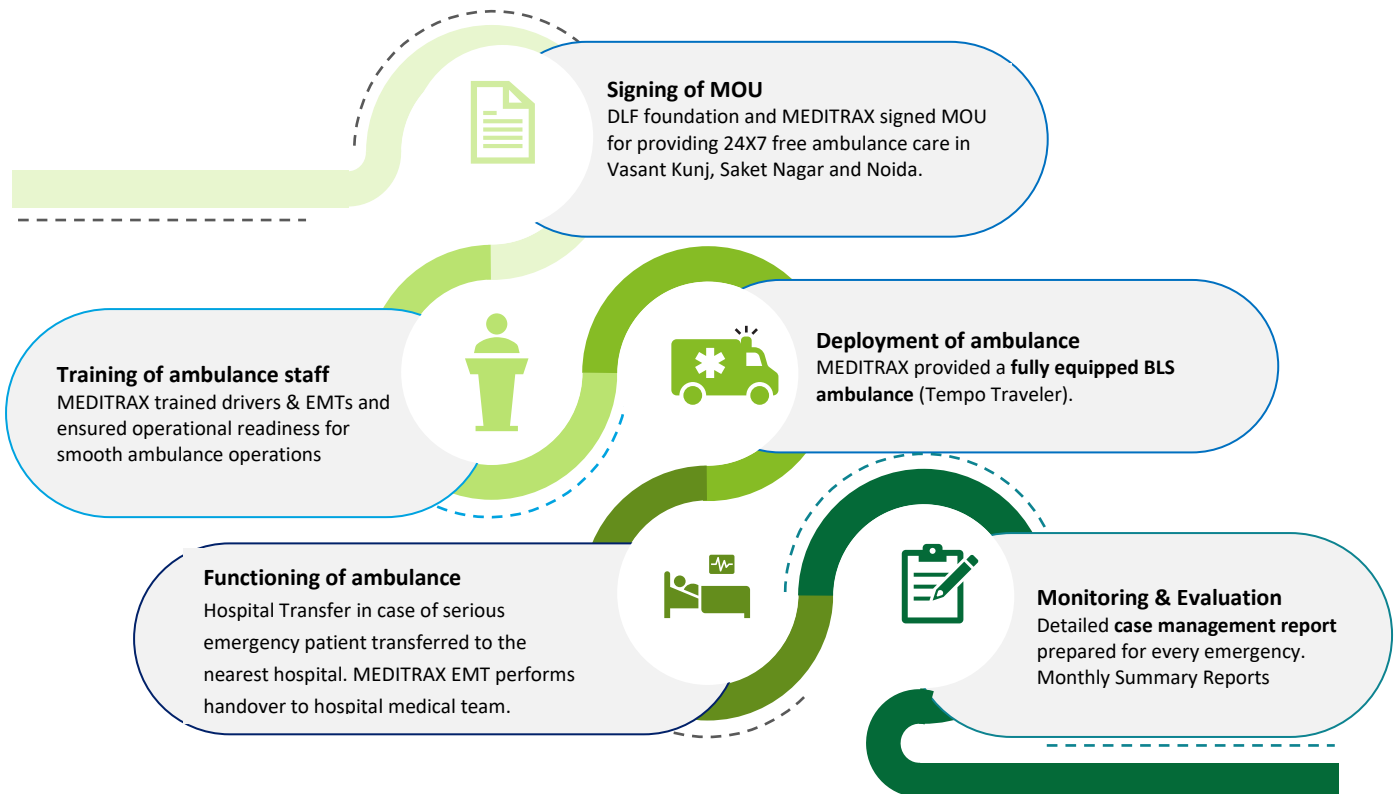
	3 Locations Vasant Kunj, Saket Nagar and Noida
	2500 of Beneficiaries reached Benefitted migrant workers, daily wage laborers and citizens residing in slums
	Emergency Preparedness support Free 24x7 Basic-Life-Support Ambulance System

Description of Beneficiaries

- **Individuals Experiencing Medical Emergencies:** Individuals who needed timely and reliable emergency medical support benefited from the 24x7 ambulance service, which provided them with quality medical care at the earliest. This resulted in increased safety, trust, and confidence.
- **Government Authorities:** The program benefited local authorities by strengthening emergency response capacity in the selected intervention support areas, reducing pressure on public health systems, and improving the timely transportation of patients to hospitals.

Project Model

The project model is designed as a comprehensive, end-to-end emergency medical response system where MEDITRAX provides fully equipped 24x7 BLS ambulances staffed with trained EMTs and drivers to serve the Vasant Kunj region. The model ensures rapid emergency response, onsite first aid, and stabilization, followed by hospital transfer when required, with proper medical handover and documentation. All cases are recorded in logbooks and summarized in monthly reports shared with DLF for oversight. The model is further supported by a structured escalation process, mandatory compliance documentation, and insurance coverage for all operational staff, ensuring safe, reliable, and compliant ambulance services.



Inputs

- Fully Equipped BLS Ambulances
 - Ambulances were fitted with essential Basic Life Support (BLS) equipment, GPS tracking systems, and necessary medical tools to ensure rapid response and on-site care.
- Skilled Manpower
 - Each ambulance was staffed with a trained Emergency Medical Technician (EMT) and a professional driver capable of navigating emergency routes and assisting in safe patient handling.
- Compliance & Regulatory Documentation
 - Mandatory documents such as vehicle registration, commercial licenses, fitness certificates, police verification of staff, PF/ESIC compliance, and insurance policies were maintained to ensure legal and safe operations.
- Communication & Dispatch System
 - A 24x7 communication setup was established to receive emergency calls, dispatch the nearest ambulance, and maintain seamless coordination throughout service delivery.
- Medical Consumables & Supplies

- Items such as first aid kits, medications, oxygen cylinders, and diagnostic tools were stocked to enable EMTs to provide immediate symptomatic relief onsite.

Process

- Signing of Memorandum of Understanding (MoU)
 - The project was formally initiated through the signing of a MoU between DLF Foundation and MEDITRAX. Under this agreement, MEDITRAX committed to providing 24x7 free ambulance services across Vasant Kunj, Saket Nagar, and Noida. This collaboration established the foundation for delivering emergency medical support to the community.
- Deployment of Ambulance
 - Following the MoU, MEDITRAX deployed a fully equipped Basic Life Support (BLS) Ambulance (Tempo Traveler model). The ambulance was fitted with all essential medical equipment required for pre-hospital stabilization and ensured round-the-clock readiness to respond to emergencies.
- Training and Operational Readiness of Ambulance Staff
 - To ensure effective delivery service, MEDITRAX conducted comprehensive training sessions for the ambulance drivers. The training covered:
 - Emergency response protocols
 - Patient handling procedures
 - Operational readiness and equipment checks
 - Standard Operating Procedures (SOPs) for pre-hospital care
 - This process ensured that all staff were fully prepared for smooth and efficient ambulance operations. An escalation matrix was followed to address operational issues promptly. Routine audits were conducted to ensure adherence to legal, medical, and safety compliance requirements.

Strategic Differentiators



24x7 GPS-Enabled BLS Ambulance with comprehensive medical equipment



Strict regulatory compliance (vehicle fitness, registration, commercial license etc.) ensuring high-quality and safe emergency operations



Alignment with the DLF Foundation's CSR strategy to reach last mile with public services



Strong accountability through end-to-end monitoring, reporting, real time data capturing, logbooks etc.

24x7 Emergency Ambulance Services



The 24/7 emergency ambulances, supported by the DLF Foundation, delivered vital pre-hospital emergency care to 62 individuals, ensuring swift medical response during life-threatening situations.

24x7 Emergency Ambulances



Ensuring urgent pre-hospital care and evacuation to hospitals during medical emergencies, DLF Foundation supports 24/7 ambulance services managed by Manipal Hospitals and Medicallz Healthcare Services. The service provided emergency assistance to **51** individuals in January 2026 and has enabled **4,707** people to access life-saving care since its inception.

Source: DLF Foundation

Impact created through DLF Foundation's CSR grant

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

Key Findings

Strengthened emergency response readiness

- 100% of the ambulance staff confirmed full compliance in equipping ambulances with BLS tools, GPS tracking, and essential medical equipment, which strengthened emergency response readiness and resulted in a reduction in average response time and improved consistency in delivering on-site patient care.
- Confirmation from 100% of staff that each ambulance was staffed with a trained EMT and a professional driver demonstrated adherence to staffing standards, resulting in measurable improvement in service readiness and contributing to an increase in timely and safe patient transfers.



*Fully equipped ambulance
with trained staff*

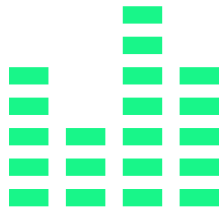
- 100% of respondents reported a noticeable reduction in emergency response time. This significant improvement indicated that the project successfully resulted in fewer preventable deaths and complications through faster stabilization and safer patient transport. The service was widely availed, reflecting increased trust and community confidence. Additionally, the availability of a trained EMT played a key role in managing critical incidents. Through continuous availability of both a trained EMT and a driver, the response time was significantly reduced during critical cases.

Improved Pre- Hospital Care Through Professional On-Site Medical Intervention

- 100% of respondents confirmed that ambulances were fully equipped with essential BLS tools, oxygen delivery systems, and trauma supplies, enabling timely initiation of life-saving care before reaching a health facility.
- 100% of respondents confirmed that trained EMTs were present on every ambulance, which strengthened on-site clinical assessment and ensured accurate early intervention during emergencies.
- 100% of respondents confirmed that professional drivers with emergency-route training supported ambulance operations, resulting in quicker arrival at incident sites and smoother, safer patient transfers.
- 100% of respondents confirmed that the combined availability of equipment and skilled personnel enhanced overall pre-hospital care quality, allowing patients to receive structured, reliable first aid at the scene.

Enhanced Accountability and Service

- Enhanced governance mechanisms including structured logbook maintenance, GPS-based trip tracking, and monthly performance reporting strengthened operational discipline **confirmed 100% by the program team**. This resulted in higher transparency, improved traceability of service delivery, and a noticeable reduction in operational lapses or negligence as reported by field staff and supervisors.



*Strengthened
Operational Discipline*

Inclusive Service

- 100% of program staff confirmed** the project enhanced health equity by ensuring reliable, round-the-clock emergency medical care reached all communities, irrespective of socioeconomic status, gender, caste, geography, or other constraints.
- By delivering timely ambulance services directly to households and remote areas, the initiative reduced financial, geographical, and systemic barriers that typically limit access to lifesaving care, ensuring that vulnerable and underserved populations receive rapid emergency support assured by the ambulance staff.



Challenges in Implementation

- The ambulance service experienced consistently high operational demand, often receiving multiple emergency requests simultaneously, making resource allocation challenging.
- Despite this pressure, the team effectively managed all incoming requests, ensured timely support and maintained reliable emergency response for people in need.

Stories from Field

Stakeholder Quotes

"The ambulance service was incredibly helpful during our emergency. The team arrived quickly, handled the situation calmly, and provided immediate medical support that made a huge difference before reaching the hospital. Their professionalism and compassion gave us confidence at a very stressful moment, and we are truly grateful for their timely response."

-Stakeholder, Noida

" The training sessions were extremely helpful for our team. They have strengthened our skills, improved our coordination during emergencies, and boosted our confidence to handle critical situations more efficiently. Today, we feel better prepared and more capable of providing quality care to every patient we serve."

- Ambulance staff

Case Studies

Case Study: Subroto – Building Confidence Through Training

Subroto, a dedicated ambulance technician, had always been committed to responding swiftly and compassionately to emergencies, but the increasing complexity of cases often left him feeling underprepared in high-pressure situations. Subroto experienced a remarkable boost in both skill and confidence after attending the project’s structured training program. He received lessons that covered life-support procedures, trauma management, patient handling, communication, and simulation-based emergency drills. He learned to assess patients more quickly, coordinate effectively with drivers and medical teams, and make informed decisions even under intense pressure. Subroto shared that the training *“helped strengthen my abilities and made me feel truly prepared to handle critical cases.”* Since then, he has managed emergency calls with greater assurance, delivering timely stabilization and improved on-site care. His enhanced performance has contributed to smoother ambulance operations and increased community trust, showcasing how continuous capacity building can directly elevate the quality of pre-hospital emergency services.

Conclusion and Way Forward

The SWOT analysis outlines the key strengths, weaknesses, opportunities, and threats associated with the - Healthcare 24X7 Emergency Ambulance Service project. It provides insights into the impact on the patient, accessibility, and trust, while also identifying areas for improvement and potential challenges.

Strengths

- Fully equipped, GPS-enabled BLS ambulance.
- 24x7 availability of ambulance service with trained EMT and driver.
- Strong governance, documentation & accountability.
- End-to-end monitoring from the first requirement call to transport of the patient up to the hospital.
- Community trust, with respondents reporting reduced well-being and infrastructure improvements.

Weaknesses

- Heavy dependence on continuous staff availability.
- Operational sensitivity to breakdown and downtime.

Opportunities

- Expansion and scale across other locations.
- GPS tracking and digital logs may be integrated into dashboards for real-time monitoring, performance metrics, and predictive emergency response planning.

Threats

- High emergency demand may strain resources and increase operational wear-and-tear.
- External factors like narrow lanes and congested roads may impact operations.

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