

Marshalls Training Program

Introduction about Marshalls:

In 2017, the Bruhat Bengaluru Mahanagara Palike (BBMP) designed a proposal to recruit Marshalls on an experimental basis to enforce the plastic ban. The proposal was implemented in 2019, when the civic body entered into an agreement with the Karnataka Ex-Servicemen Welfare Society to provide ex-servicemen or personnel from the National Cadet Corps (NCC).

Initially, the Marshalls were recruited solely for solid waste management tasks, particularly to improve waste segregation, eliminate blackspots, and fine those dumping garbage in public spaces. Overtime, their responsibilities expanded to include diverse tasks such as Covid-19 management, Swachh Survekshan surveys, to monitor attendance of pourakarmikas and garbage-collecting auto-tippers, and guarding of waste processing plants, as well as Bellandur and Varthur Lakes.

It was noticed, however, that most of the Marshalls are not completely aware of how to execute their various duties as they are put onto the job without the proper training.

Vedan Trust and Marshalls Partnership (under Swachha Belaku program)

Impressed by the manual created by Vedan Trust NGO (hereinafter referred to as Vedan) to assist the link workers in waste management, Chief Marshall Sri Rajbir Singh has requested a similar training and capacity building event for Marshalls across Bangalore, including an added focus on Zero Waste Campus (ZWC) orientation specifically for the Yelahanka Zone. This was requested with an initiative to enhance the Marshalls' skills and knowledge in managing waste effectively and promoting sustainable practices in their respective areas, leading to the better utilisation of the Marshalls' time.

Our team readily agreed to this request and after further discussions with the Chief Marshall, Mrs Padmashree Balaram and Vedan, an acceptance letter was written up detailing the objective, training process, requirements and testing process to assess the success of the proposed training event.

Process undertaken for preparing the ZWC Marshalls Manual

In order to prepare the Acceptance Letter described above, Vedan undertook the following steps.

During the period of 10th August 2024 to 30th Sept 2024, we commenced the preparation of a comprehensive ZWC Marshalls Manual, which would serve as a valuable resource for the Marshalls.

These resources consisted of the following items:

1. A 34-page booklet outlining best practices and guidelines for ZWC implementation.

This manual includes the following chapters:

- **Chapter 1:** Introduction to waste and its management
- **Chapter 2:** Harmful effects of waste management
- **Chapter 3:** Different types of waste
- **Chapter 4:** 7R's concept and alternative to plastic
- **Chapter 5:** Composting
- **Chapter 6:** Bio-Enzyme

2. PowerPoint presentation (PPT) for training and orientation.

3. Awareness materials to promote ZWC principles among stakeholders.

Vedan worked diligently to complete the manual and supporting materials. We presented the final product to Chief Marshall Sri Rajbir Singh which was approved, which will help in the capacity building of the Marshalls in their efforts to promote sustainable waste management practices.

On 17th August 2024, Vedan also planned and prepared a pre-test paper with the intent to understand the Marshalls current knowledge of Zero Waste Campus concepts and waste management practices to have a benchmark to assess impact after training.

The pre-test question paper was designed with Multiple Choice Questions, Short Answer Questions and True/False Questions. The paper covered all the important topics regarding the following:

1. Zero Waste Campus concepts and principles
2. Waste management practices (segregation, composting, recycling)
3. Waste reduction and minimization strategies
4. Relevant laws and regulations (e.g., SWM Rules 2016)
5. Role of Marshalls in promoting Zero Waste Campus practices

The session plans have been detailed in the tables below.

Marshalls' Program Lesson Plan			
Sl no.	Day	Chapters to cover	Time Period
1	1	1 to 4	3 pm to 7 pm
2	2	5 & 6	3 pm to 7 pm

Training Program planning

The 8-hour training session was split into two-day 4-hour sessions as shown below. As an example, with Chapter 1, we spent 10 minutes on the Introduction, 20 mins on the pre-test for the chapter, 5 mins to collect the papers and 30 mins covering the content of Chapter 1. This process was followed for the remaining chapters as well.

Presentation of the Training Sessions

A dedicated WhatsApp group was created to facilitate communication and coordination among stakeholders. The group serves as a central platform for:

- Sharing session details and schedules.
- Confirming training locations.
- Exchanging contact information for Marshalls Supervisors.
- Discussing program-related queries and updates.

All communication regarding the Marshalls Training Program was shared through this group, ensuring seamless coordination and information dissemination.

The training sessions were held on various dates during the period 5th October to 22nd December 2024. Based on the number of Marshalls at each zone, multiple batches of the training sessions covering all 8 zones were held as required. The sessions were held across 24 days for 13 batches and were able train 234 Marshalls. Total time spent on these training sessions was 104 hours across the three months. These sessions were conducted by Vedan team members as shown in the table below.

Subsequently the pre-test papers collected during the above training sessions were corrected on the below dates:

- 11th Nov 2024 to 14th Nov 2024
- 19th Dec 2024 to 20th Dec 2024
- 23rd Dec 2024 to 27th Dec 2024

Zone wise photos of the training session are shared below.

Zone-Yelahanka



Zone-Dasrahalli



Zone-Yelahanka



Zone-Dasrahalli



Zone - South



Zone - RR Nagar



Zone - East



Zone -Bommanahalli



Zone - West



Zone - Mahadevapura



Marshalls Final Exam Question Paper Preparation

On 18th Dec 2024, the final exam question paper for the Marshall’s training program was:

- 1. Prepared
- 2. Reviewed
- 3. Finalized

The final question paper was prepared as two separate question papers for a total of 350 marks

- 1. Final Question Paper 1 – is divided into Parts 1 to 3 with a total of 170 marks. The three parts consisted of questions that had to be answered in the question paper itself, with questions like describing the type of waste based on image, match the following, fill in the blanks, multiple choice questions and 7R’s categorisation
- 2. Final Question Paper 2 – is divided into Parts 4 and 5 with a total of 180 marks. This paper had questions that need to be answered on a separate supplement answer paper.

Marshalls Final Exam: Invigilators' Briefing Session offline

On 24th Dec 2024, a dedicated session was conducted for Invigilators to ensure a smooth and fair conduct of the Marshalls Final Exam. The session covered:

- 1. Exam instructions and guidelines
- 2. Roles and responsibilities of Invigilators
- 3. Exam schedule and timings
- 4. Handling of exam materials and question papers
- 5. Maintaining exam integrity and security

Invigilators were briefed on the importance of their role in ensuring the exam's credibility and fairness. They were also provided with necessary materials and support to facilitate a successful exam administration.

- 1. This session was conducted again online on 18th Jan 2025 as a refresher before the exam.

THE DAY:

Exam time: 3pm to 6pm

GROUND EXPERIENCE TO GOVERNING POLICIES

The final exam was conducted on 22nd Jan 2025. The exam hall location was provided by the supervisors and the invigilators arrived there, explained the rules of the exam and conducted the exam smoothly.

There was one incident in the Mahadevpura zone, where one of the Marshall was repeatedly caught trying to cheat and we have therefore failed him. This Marshall’s name is Mr. Ashok Kotabal.

MARSHALL PHOTO GALLERY (Exam time)



Zone-Yelahanka



Zone-Dasrahalli



Zone-South



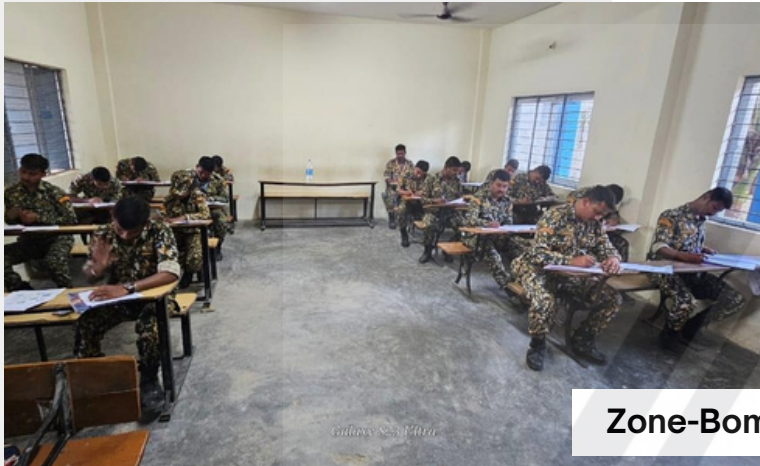
Zone-RR Nagar



MARSHALL PHOTO GALLERY (Exam time)



Zone- East



Zone-Bommanahalli



Zone-West



Zone-Mahadevapura

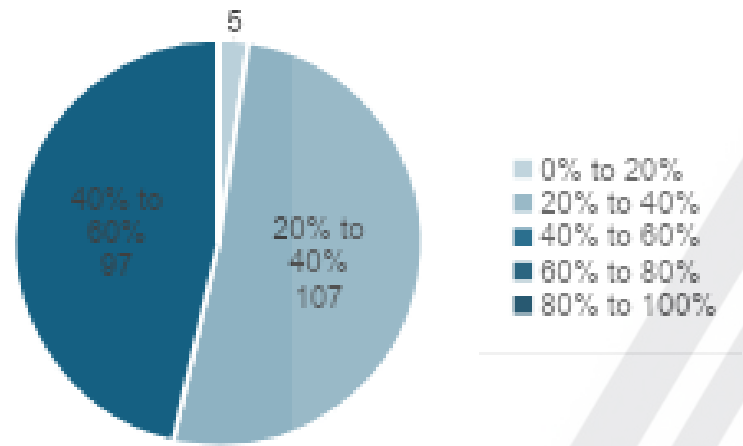


Exam Paper Corrections

The exam papers were corrected between the period of 23rd Jan 2025 to 7th Feb 2025.

The results was announced on 14th Feb 2025.

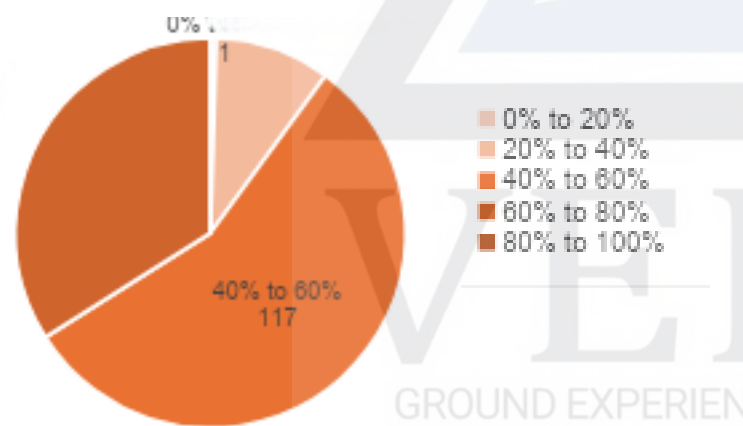
We have shared the details of all the Marshalls results zone wise for both pre-test and final exam in the shared Annexure 9. The charts below give an overview of the results. For the charts below, we have taken only the Marshalls that have attended both the pre-test and the final exam. There were 12 Marshalls that did not attend the pre-test and were only present for the final exam. 22 Marshalls that attended the pre-test were not present for the final exam.



Since we have kept the passing bar high at 60%, in the pre-test, all the Marshalls have gotten below the passing marks.

Pre-test (Total marks)

Sl no	Percentage	No of Marshalls
1	0% to 20%	5
2	20% to 40%	107
3	40% to 60%	97
4	60% to 80%	0
5	80% to 100%	0
		209



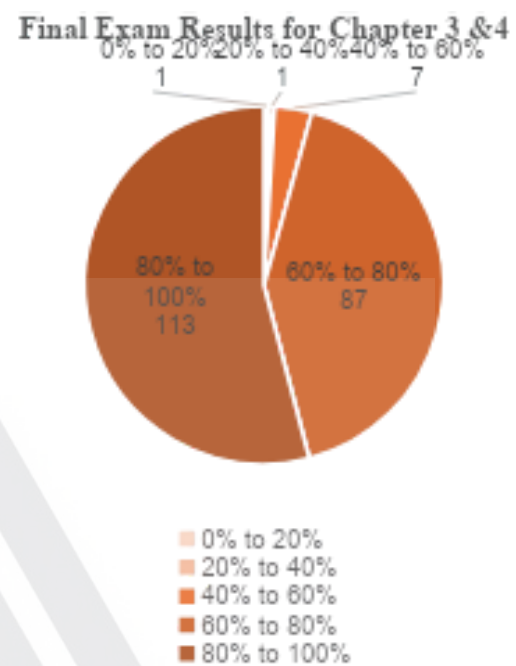
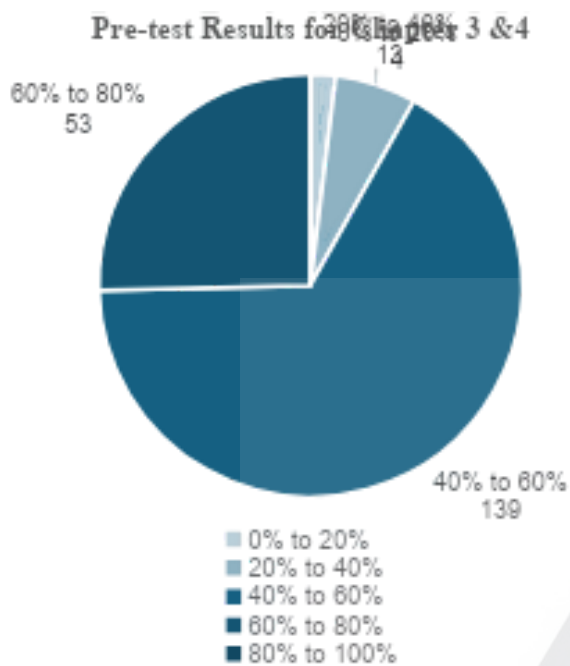
Since we have kept the passing bar high at 60%, 71 Marshalls have passed the final exams. There has also been significant improvement from the training sessions held by Vedan, as we can see most of the Marshalls have moved up one category after the training.

If we consider the passing percentage as 35%, then 198 Marshalls have passed, which gives a pass result of 95%

Final Exam (Total marks)

Sl no	Percentage	No of Marshall
1	0% to 20%	1
2	20% to 40%	20
3	40% to 60%	117
4	60% to 80%	71
5	80% to 100%	0
		209

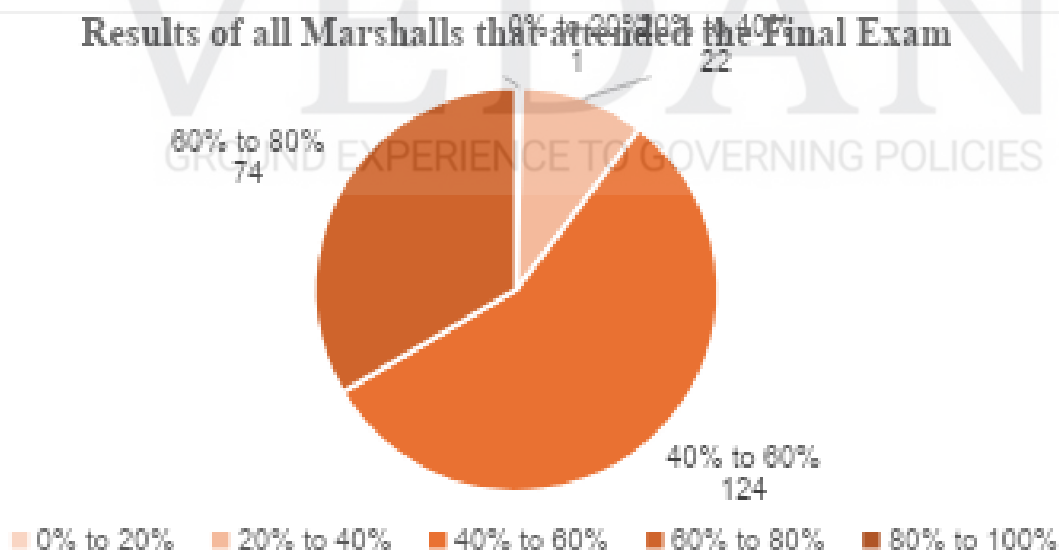
We have also shown the results from the Chapter 3 (Type of Waste) and Chapter 4 (7R Principal) tests separately as these chapters covered topics that are the most basic and important items about waste management that a Marshall should have knowledge about. As shown in the charts below, we can see that as a result of this training, the Marshalls understanding of the topics have increased significantly.



For this comparison we have used the pre-test answers for the chapters 3 & 4 and the questions in the First Question Paper of the final exam, which related to chapters 3 & 4.

As we can see from the above charts, before the training program, very few Marshalls (only about 25%) had a grasp over the basic concepts covered in Chapter 3 and 4. After the training, almost all the Marshalls (96%) that took the final exam had a very good understanding of these concepts, with more than half the Marshalls scoring above 80% in this section. **This shows what an important role the training sessions had in the advancement of knowledge of the Marshalls.**

Final Exam results



Percentage	Final Exam count of Marshalls	Percentage to total
0% to 20%	1	0%
20% to 40%	22	10%
40% to 60%	124	56%
60% to 80%	74	33%
80% to 100%	0	0%
Total number of Marshalls	221	100%

The total number of Marshalls that attended the final exam (irrespective of whether they attended the training or not) is 221 Marshalls. As we can see from the above pie chart and table, 74 Marshalls got above 60% which was the passing limit set by Vedan. If we consider the passing percentage as the general 35%, then 208 Marshalls have passed, which leads to an overall pass percentage of 94%.

This clearly shows the importance and impact of the training sessions held.

Zone performance

Sl No	Zone	Percentage
1	Mahadevapura	62.35%
2	Yelahanka	59.63%
3	Dasarahalli	57.60%
4	Bangalore - West	55.95%
5	Bommanahalli	55.84%
6	Bangalore - South	54.47%
7	RR Nagar	52.72%
8	Bangalore - East	51.00%

For the below table of the average scores by the zones, we have considered only the 209 Marshalls that attended both the pre-test and final exams. As we can see from the below table, the zones with the top 3 highest scores are Mahadevapura, Yelahanka and Dasarahalli. The zones with the worst scores are Bangalore South, RR Nagar and Bangalore East.

FELICITATION OF MARSHALLS

A total of **16 individuals** were felicitated during the programme, including 14 Marshalls who secured top scores in the examination and **2 supervisors** recognised for their guidance and leadership. Certificates of appreciation were presented to acknowledge performance, commitment, and effective field implementation.



WHAT OUR MARSHALL AND SUPERVISORS HAS TO SAY

The feedback from Marshalls and supervisors clearly demonstrates the effectiveness of the training programme. Participants reported significant improvements in their understanding of waste management, communication with citizens, and practical application of concepts such as the 7Rs, composting, and waste reduction. Supervisors observed greater discipline, confidence, and teamwork among Marshalls, along with visible improvements in on-ground practices, including reduced plastic usage and better household-level management.

Overall, the programme strengthened the capacity of Marshalls to move beyond enforcement and act as informed change agents, contributing to more sustainable solid waste management and improved compliance across Bengaluru.



The Marshalls Programme stands as a model for system-level impact—where capacity building, accountability, and recognition come together to strengthen urban governance.

It reinforces a simple but powerful truth:

When frontline workers are empowered, cities work better.

CONCLUSION

As we can see from the graphs and scores above, these training sessions have had a significantly positive impact on the Marshalls knowledge of waste management and Zero Waste Campus.

In the pre-tests, all the Marshalls scored below 60%. In the final exams, 34% of the Marshalls (71 Marshalls) scored above the passing marks of 60%. Even the ones that did not score above passing marks, still showed substantial improvement, as you can see in the charts above, 91 Marshalls (44% of Marshalls) moved from the 20% to 40% category to the 40% to 60%.

This shows how important the training is to the Marshalls. Whenever there are any new entrants, they will be asked to use the same booklet that we provided during the training sessions (Re-use concept is implemented!). We intend to train the trainers, ensuring the organisation can sustain on its own; we intend to do it in next Financial Year.

IMPACT

After attending the training sessions, while executing their daily duties, certain Marshalls shared the concept of Zero Waste Management to their ward residents and motivated them to convert to a Zero Waste Campus. This highlights the importance of the training sessions and the ripple effect impact it can have on the whole community. We have listed the below:

Case 1: Marshall Harshit of RR Nagar is following up with the Global College to make it into a Zero Waste Campus.

Case 2: Marshall Praveen of Satellite bus-stop, has contacted Sai Sumukha apartment where the association head, Govind Raj is keen on making the apartment into a ZWC.

Case 3: In April 2024, we had given a plan to the Rastrothana School in Thanisandra, where the admin head Mr Nikhil Patil had visited Cambridge Institute to understand how the zero waste management works, but no further action was taken by him. When Marshall Haseena approached the school, Mr Nikhil behaved like he had never heard of the Zero Waste Concept and was very interested to implement it. So Haseena reached out to our team, but when we got the details of the school, we told her we had already sent the audit plan to them earlier in the year. We shared this report with her and she is following up with Mr Nikhil.

In the upcoming financial year, we intend to follow-up with these Marshalls and the institutions they have spoken with.

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WAY FORWARD

Felicitation Program: As the Marshalls are currently busy with the Swachh Survekshan Survey, their felicitation program has been pushed to April or May

Train the trainers Program: We will train the tutors so that the Marshalls don't have to depend on us going forward. And these tutors will train the new entrants, and the booklet provided will be used. We plan to give the copy of the PPT and train the tutors in the upcoming financial year, thereby establishing a system in the organisation to make it sustainable.

