

## **The 70/20 Pearl Accord**

**Goal:** To empower Community-Based Tourism Organizations (CBTOs) with a transparent, sustainable financial model that balances professional service, community development, and administrative growth.

### **Phase 1: Understanding the "Why"**

For many CBTOs, the biggest challenge isn't attracting tourists—it's ensuring the money stays in the village and actually improves lives. Without a clear formula, funds often vanish into "general costs," leaving guides underpaid and the community feeling no benefit.

#### **The 70/20 Pearl Accord is important because it:**

- **Builds Trust:** Everyone knows exactly where every shilling goes.
- **Ensures Quality:** By specifically paying providers well, you ensure high-quality guiding and hospitality.
- **Creates a Legacy:** The "Community Fund" ensures that even those not working in tourism (the elderly, students) see the benefit of conservation and culture.

### **Phase 2: The Breakdown (The 70/20/10 Formula)**

Think of every 100,000 UGX earned from a tour as a "harvest" that must be divided into three baskets. This is best done after removing mandatory taxes

#### **Basket 1: The Providers (70%)**

- **Who gets it?** The people doing the direct work. This includes the tour guide, the traditional dancers, food providers, the local chef, and the site cleaners.
- **Why?** This is a high percentage (the "Lion's Share") because these individuals are the face of the experience. Fair pay prevents "burnout" and keeps local talent from leaving for the city.

#### **Basket 2: The Community Development Fund (20%)**

- **Who gets it?** The village or group as a whole.
- **Why?** This money is set aside for "The Common Good." Examples include:
  - Buying scholastic materials for the local school.
  - Contributing to a community health emergency fund.
  - Maintaining the trail or the village water source.

- **Impact:** This turns every villager into a protector of tourism, as they see the direct link between a happy tourist and a better school.

### Basket 3: The Foundation/Administration (10%)

- **Who gets it?** The CBT office or Bank account.
- **Why?** This covers the "invisible" work: marketing your site on LinkedIn or google or Equera, printing brochures, paying for internet, and organizing future training. It ensures the business side stays alive.

### Phase 3: Steps to Adoption for CBTs

To adopt the Pearl Accord, your organization should follow these four steps:

Step	Action	Objective
<b>1. Registry</b>	List every person involved in the service (Guides, Cooks, etc.).	Identify who is in the "70%" bracket.
<b>2. The Fund</b>	Open a dedicated "Community Savings" box or account.	Physically separate the "20%".
<b>3. Transparency</b>	Post the price breakdown on the office wall or at the trailhead.	Show tourists and locals how the money is split.
<b>4. Reporting</b>	Hold a quarterly meeting to show how the 20% fund was spent.	Maintain community support and accountability.

### Phase 4: Training Activity

#### The "Harvest" Exercise:

1. Divide the trainees into groups.
2. Give each group a hypothetical booking fee of **200,000 UGX**.
3. Ask them to physically divide "play money" into the three baskets.
4. Challenge them: *"If a guide asks for 80% because they are tired, what happens to the school fund?"* (This sparks discussion on the discipline of the model).