



Mukayi Makaya - GLS Manager 2015



Shamiso Chigorimbo - Researcher



Debrah Mukuku - GL Cottages Manager 2015



Fikile Maviya - Events co-ordinator

15 years of service

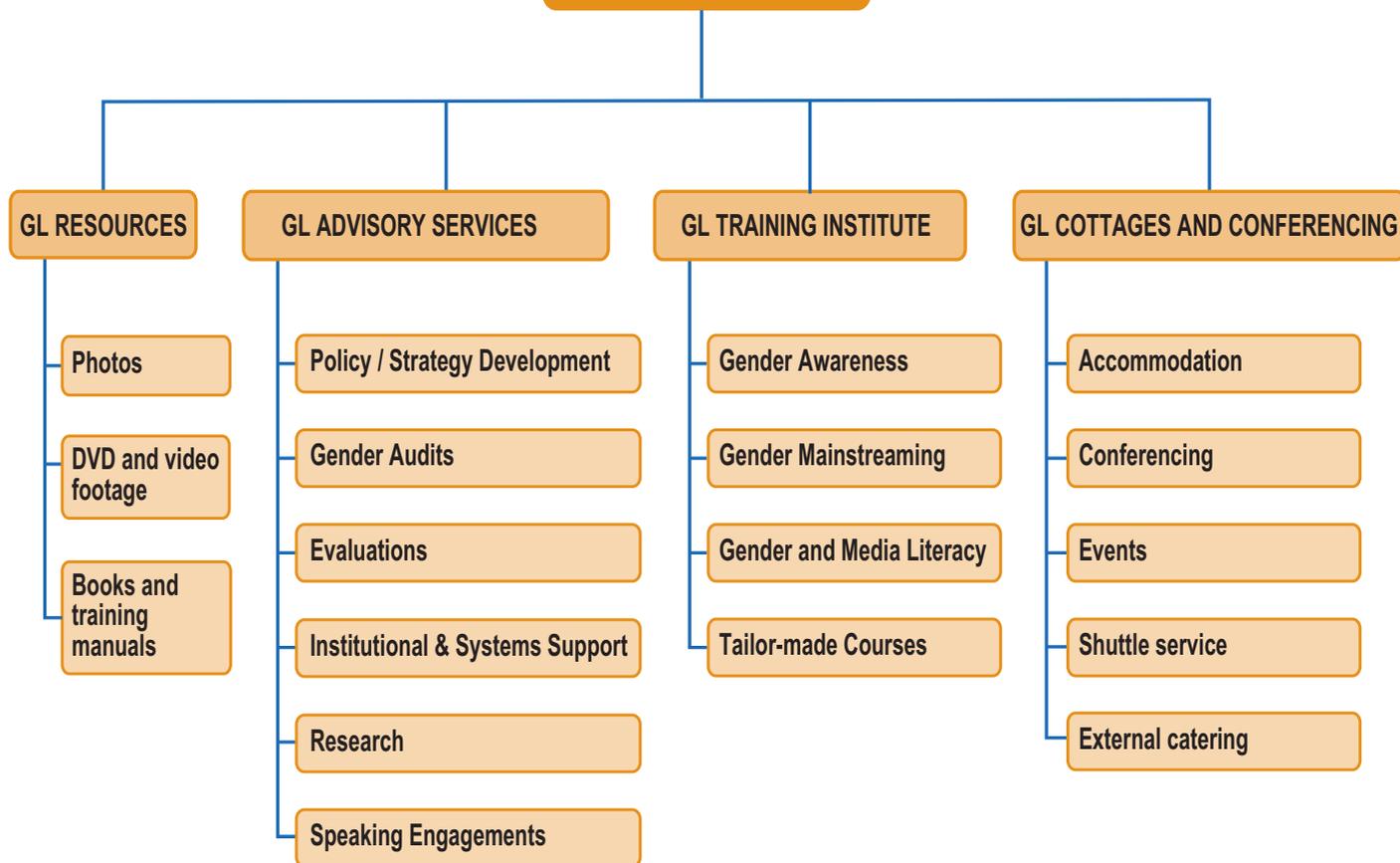
1. Acquisition of GL Cottages.
2. Acquisition of GL South Africa Offices.
3. Contributing to GL's endowment fund by ensuring that each year the organisation generates at least 5-10% of its own income.
4. Advisory work done in more than twenty countries.
5. Gender audits and research, such as a strategy paper for the Southern Africa Trust.
6. Gender mainstreaming support services to key partners including Diakonia, Transparency International and Sense International.
7. Gender Training Institute accreditation in South Africa and Mauritius.
8. Gender training for prestigious organisations such as the African Development Bank.
9. State-of-the-art website with online shop for GL resources including books, photos and training manuals.
10. User friendly website with donation, volunteer and contribution options.
11. Developed a range of institutional tools and systems for finances; IT; human resources; planning; reporting; tracking; monitoring and evaluation.
12. African makeover of GL Cottages.
13. Addition of events and shuttle services to the options offered by GL Cottages.
14. Diversification of products offered by GL Cottages to include weddings, parties and other celebrations.
15. A reputation for excellent service.



GL Cottages staff: from left - Nancy Padare, Felistus Ncube, David Makudu, Naome Zinengeya, Debrah Mukuku, Reretilwe Mathe, Kgomotso Baloyi, Chukele Baloyi and Kenny Banda.

Photo: Gender Links

GL SERVICES



If GL were a three legged stool, consisting of regional, country and “own” income generated through its various initiatives, this stool would be wobbly at the present time. GL own resources constitute far less than 5% of the total budget. Across the globe, NGOs are being challenged by donors to generate at least thirty percent of their own income. In developed countries, this is achieved through appealing to public giving. This is more challenging in our southern African context and circumstances. GLS has instead had to craft a philosophy around social entrepreneurship. A few years ago one of our evaluators challenged us to “turn a wealth of knowledge into wealth.” This is what we now seek to step up.

GL Services (GLS) is GL NPO's solution to sustainable growth and branding that will be realised through a business model that compliments all of GL's efforts. The business model is based on four dynamic pillars, namely, GL Advisory Services (GLAS), GL Resources (GLR), Gender Links Training Institute (GTI), and GL Cottages & Conferencing (GLCC). GLS brings together the intellectual wealth and physical infrastructure of GL.

“It's encouraging to see an NGO stepping out and taking the initiative to generate its own resources instead of always relying on donor funds. Gender Links has certainly become a pacesetter for other NGO's” *Wonder Jekemu, Sida (Zimbabwe)*

We often take inspiration from the parable of the talents. We have decided that we should not hide our talents under the bushel, but allow them to multiply in manifold ways. In 2011, GL invested the surpluses it had generated through prudent financial management in purchasing the GL Cottages, a bed and breakfast facility near our headquarters. Following substantial investment in upgrading this facility, and under dynamic management, the GL Cottages is running profitably.

GL Advisory Services - GL's consultancy arm, is also going well, leveraging off the wealth of knowledge generated by GL. Assignments for Diakonia and the African Development Bank, among others, have expanded GL's Africa and global footprint. In 2016, GLS plans to expand this portfolio through revamping Gender Links Training Institute and repositioning of GL Resources.

We are mindful that GLS portfolio will not generate enough wealth to support the GL NPO, however, wealth is just not measured in monetary value. Far beyond the monetary gains, its greatest value is the mileage, global profiling and branding that comes out of it.

GL Services Profit and Loss Accounts

Unit	Income	Expenses	Profit/(Loss) Dec 2015	% of portfolio	Profit/(Loss) Dec 2014	% increase
GL Resources, Advisory Services & Training	4 252 025	2 015 753	2 236 310	65%	254 999	777%
GL Cottages	4 234 781	3 018 314	1 216 467	35%	1 250 263	-3%
Total	8 486 806	5 034 067	3 452 777	100%	1 505 262	129%

Figures for 2015 show that overall GL Services contributed R3,452,777 to GL income, a 129% increase on 2014. The highest growth took place in GL's resource and knowledge units (GLR, GLAS and GTI) that increased seven fold. GL Cottages operational profit declined slightly (3%) owing to extensive capital development over the period.

GL Resources

Over the years GL has published over 86 books which include manuals and research reports.

Currently GLR has a Memorandum of Understanding with African Books Collective, a Europe based book distributor promoting GL publications in Europe, USA and South Africa. GLR has also developed a relationship with Clarke's Books and Red Pepper Books in South Africa. These are book stores that promote GL publications. In 2016, GL launched its new website, with a modern online shop that allows visitors to browse its books, DVDs and photos, and to pay for these online. Products are delivered electronically or via post. Now that these facilities are in place, GL will be embarking on a vigorous marketing campaign.

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GL produces a large variety of publications, videos and photos on its programme work in the Southern African region. By purchasing these online, with orders delivered via E Mail or drop box, you are contributing to empowering women and promoting gender equality in SADC. You can also make a donation to GL as you do your shopping! If you want to know how much this will cost in your currency, [click here](#) to convert.

BOOKS

Empowering Women - Ending Violence in Southern Africa

DVDS

PHOTOS

TOP RATED PRODUCTS

- SADC Protocol on Gender and Development R150.00
- SADC Gender Protocol 2012 Barometer - Namibia R200.00
- Culture and Tradition R150.00
- The "I" Stories: Speaking out on gender violence in South Africa R100.00
- Education R150.00

CART

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PRODUCT CATEGORIES

- Books (103)
- DVDs (6)
- Photos (150)

GL Advisory Services (GLAS)

GL Advisory Services is GLAS consultancy arm, leveraging off the wealth of knowledge generated by GL. Areas of service include research; policy and strategy development; gender audits; evaluations; institutional and system support as well as speaking engagements.

GLAS Consultancies 2015

AREA OF ADVISORY SERVICES	EXAMPLES
Research	Sense International Empowering women, ending violence assessment study
Gender and organisational development	The Southern Africa Trust Diakonia Zambia and Mali
Speaking Engagements	Intelligence Transfer Centre; FES Autumn School

Research: GL is often commissioned by clients to undertake gender audit of their work. Examples over the years include the Commonwealth, UNIFEM, Electoral Institute of Southern Africa (EISA), the

National Democratic Institute (NDI), UNDP Swaziland. In 2015, the UK-based Sense International commissioned GL to undertake a gender audit of its work with the deaf-blind in East Africa.



Circle of love: Rehema Ogamba (centre right), who suffers from cerebral palsy, with her mother, father, physio-therapist, SI programme officer and home school teacher in the family's one-bedroom home in Mukuru Kwa Njenga, Nairobi.
Photo: Colleen Lowe Morna

This report presents the findings of the Gender Equality and Safeguarding Review for SI's Community Based Education (CBE) for deafblind people in Kenya, Tanzania and Uganda. GL interviewed and conducted focus group interviews with 148 assessors, teachers, community workers, government officials, deafblind persons and parents (60% women, 40% men).

SI estimated at the start of the project that of the 49,000 deafblind and MSI persons in the three East African countries (which have a combined population of 123 million people) only 243 were in school. SI aims to ensure that 1019 deafblind children are being schooled (119 in schools and 900 through home schooling) over the three years of the project (2014 to 2016). At the time of the review, SI had enlisted 502 deafblind girls and boys in the programme, 410 in home education and 92 in special units for the deafblind in schools. SI has achieved a 46% enrolment of girls under the BLF

project - 46% in home education and 48% in school education. This is a relatively good result, considering the overall trend in East Africa of a higher proportion of disabled boys than girls in schools. However, SI's overall figures mask some worrying discrepancies. For example, in Tanzania, the proportion of girls in the programme is 33%, 26% in home education and 45% in school education.

Furthermore, gender equality goes beyond numbers. This review shows that girls experience numerous other forms of overt and covert discrimination in relation to their vocational and career choices; economic opportunities; sexual and reproductive health needs and rights; and vulnerability to abuse - verbal, psychological, physical and sexual. In societies where there is already a high level of superstition and traditional myths and stereotypes concerning disabilities, deafblind girls and women

carry the triple burden of gender, poverty and disability. The burden of care for persons with special needs falls disproportionately on women - mothers, teachers, nurses and community members. Most of this work goes unrecognised, unsupported and unremunerated. SI's innovative focus on Community Based Education (CBE) exposes the organisation to a host of gender issues at the coalface of special

needs delivery. This is also an opportunity to integrate gender considerations in a meaningful way into programming, monitoring evaluation and learning. - Excerpt from the gender audit of SI East Africa work by GL.

"Thank you kindly for all your hard work on this assignment and for your willingness to incorporate our feedback in order to maximise the benefit of this consultancy. I look forward to our paths crossing again in the future."
Stevie Kent, Senior Programme Manager - East Africa

In 2015, GL Services also undertook a major assessment of the *Empowering Women, Ending Violence* project supported by the Funding Leadership Opportunities for Women fund of the Netherlands government. This illustrates how having such a unit provides additional organisational capacity when required for major projects that are better conducted in-house to advance organisational learning. The review included re-administering the Gender Empowerment Index to the 1500 participants in the project as well as gathering their follow up personal account. It also involved re-administering the Gender Progress Score (GPS) in all the councils that hosted the project to gauge if there had been a change in attitude. The final products include a book, DVD, and website profiles of all the participants in multi-media formats. The results of the study are reported on in the justice section of the annual report.

Gender and organisational development: Gender Links provides assistance to organisations in assessing the levels of gender awareness and responsiveness at the organisational and the individual level using two online surveys, the Organisational Gender Scorecard and the Gender Attitudes Progress Survey. Results and findings from these surveys are used to inform and support the development of workplace gender policies and gender mainstreaming toolkits. Since 2013, GL has had a service level agreements with Swedish-based Diakonia, first to undertake a gender audit at global, then at Africa level. In 2014, GL worked intensively with the Uganda office of Diakonia and its sixteen partners on developing and implementing gender action plans, show-cased at a gender summit. In 2015, GL offered similar support to Diakonia Zambia and Mali. This will be extended to Diakonia Zimbabwe and Kenya in 2016.

Closer home, GL is working with the DFID-supported Southern Africa Trust on developing a gender policy that will extend to the Trust's grantees across the region. With the support of the Swedish Embassy in Zimbabwe, GL offered similar support to Transparency International Zimbabwe. This opened an interesting area of work for GL around gender and corruption that is being used to strengthen the organisation's local government work.

Speaking engagements: Following from GL's programming areas of work, the Gender Links Management team is invited as Guest/Expert Speakers on gender based violence, gender and governance, and gender and the media; at the many national, regional and international conferences and platforms.

"On behalf of the FES/UFH Autumn School convenors, I wish to thank you for your invaluable contribution as a speaker at the autumn school seminar held on 27 November to 4 December 2015. Our students really enjoyed your input and group work on 'Gender Equality and the Political System.' As a matter of fact, your session was voted favourite by many students. We appreciate the time you took out of your busy schedule to join us and for sharing your insights and expertise with our attendees." *Renate Tenbusch, South Africa Office, Friederich Ebert Stiftung*

GL Training Institute

The GTI leverages GL's knowledge and expertise by offering training packages to different stakeholders. GTI, is accredited as a trainer with the South African Qualifications Authority (SAQA). GL has developed and registered three courses: Gender and Media Literacy, Gender Awareness and Gender Analysis for Managers. Gender Links, in partnership with Rhodes University in South Africa, recently accredited course in Gender and Media Leadership.

In Mauritius, Gender Links has a Training Academy which is Mauritius Qualifications Authority (MQA) approved. As GL expands its work at the local level into economic justice, it added a course component on enterprise, small enterprise and business management. GL's recognised strength as a trainer is the unique, hands on approach that involves learning-on-the job, and is applied learning that always has tangible outputs and outcomes.

Throughout 2015 and 2014, training remained the largest income generating line and ability to develop different types of materials that respond to client's needs. In late 2014,

GLAS entered into a service level agreement with the African Development Bank (AfDB). The first assignment involved the GLS team providing rapporteur and facilitation services at a planning meeting for the AfDB Special Envoy on Gender Unit.

GTI went on to develop an on-line gender training course the African Development Bank (AfDB). GL then conducted a pilot training course for the core group at the Bank that rolled out into an English and French course for operations staff in Johannesburg and Abidjan, and a course for non-operational staff in Abidjan.

"Thank you for the continuing engagement and a very enlightening two days towards the development of a first ever Trust gender policy coinciding neatly with the development a first every M&E policy." *Lusungu Kanchenche -Programme Quality, Learning & Accountability Manager, Southern Africa Trust*

Team work and dream work - Gender training for the AfDB



African Development Bank Training at the GL Cottages.

Photo: Colleen Lowe Morna

In 2015, all arms of GL Services, with a help from GL, flew us to new heights with our first residential training of thirty Gender Focal Persons from all around Africa for the English training of operational staff of the African Development Bank (AfDB).

GL Services, laid all the ground work - contracts, documentation, management of the project that has led to a wide ranging SLA with the AfDB. We had some of the best feedback ever from this training. Special Envoy on Gender to the AfDB Geraldine Fraser-Moleketi said the training had “exceeded all her expectations.” One of the participants said he we had not taught him; rather we made him think. That is great feedback for training. The course ended with a teach-back session in which various groups showed us how they would present what they had learned to their target audiences. They came up with many innovative tools - graphics, videos, games, and many more.

GL M and E customised GL's organisational gender score card for the Bank and presented results that really got us talking - an overall score in the thirties, with a lot of work to be done on budgets, projects and others.

GL Cottages put up an awesome show for participants used to staying in five star hotels. The Cottages made up for what we lacked in creature comforts with brilliant care and service. They shone on the final

day with a graduation ceremony in Pools View with flowers, drapes, congratulations messages, champagne and an outdoor lunch in spring. In the closing ceremony a participant described the Cottages as six stars. A senior participant tweeted that the GL Cottages is the best training venue in Johannesburg. Several extended their stay through the weekend, even though they had the choice of going to Sandton and others.

GL country offices and communications: Mauritius country manager Anushka Virasawmy shadowed the

English training so that she could run the French training in Abidjan, a reminder of GL's rich human resource base that we can tap into to provide a one-stop shop for our global customers. She also made an amazing photo video of the training shared with the Bank President. This led to the idea of offering communication services as part of conferencing and events - great value add.

GL Events, our newest arm, swung into action, arranging field visits to Soweto, the apartheid museum and Maropeng, topped up by dinner at Moyos. The assignment was to see Johannesburg through gender lenses and come back and report the next day. Our team of professional guides put up a great show - this proved to be the highlight of the week. We shared a love of our city and country. We had rich conversations ranging from whether Ms Ples (the oldest fossil ever discovered) might have been transgender to the gender dynamics of Winnie and Nelson Mandela, reminding us that work and play go hand in hand. GL Logistics made sure pick up and drop offs ran smoothly.

GL wellness: We showed our guests the green side of GLC by taking them on various hikes each day, including up Linksfield Ridge. Two of the guys played basket-ball each morning. A good reminder to mainstream wellness in our work!

Except from the CEO's 2015 diary following the first residential AfDB course.

GL Cottages & Conferencing

GL Cottages had another good year 2015. Annual revenue grew steadily by 16% from R3.6m in 2014 to R4.2m in 2015, well above inflation. This growth is attributed to an increased customer base resulting from aggressive marketing strategies. In addition, GL Cottages experienced substantial growth and expansion in its product offering over the second half of the year 2015. In previous years, the Cottages' main focus had been on providing accommodation and conferencing facilities with meals catered onsite at Ekhaya Restaurant.

Conferencing continues to be the key revenue driver and "crowd puller" at the Cottages. Though 60% of the total revenue came from accommodation, this is driven by conferencing. With this in mind, GL Cottages continued to invest heavily in rolling out a new Internet Project to ensure that conferencing guests are not inconvenienced by slow internet. This major step also increased the overall guest feedback rating on Internet access from 80% in 2014 to 88% in 2015.

The launch of the new Cottages website towards end of 2015 has so far proved to have paid off as website enquiries continue to increase. Efforts on social media will also be intensified in the year 2016 especially for the sole purpose of driving more traffic to the website and generate bookings.

GL Cottages management took several initiatives to manage running costs including the installation of

geyser timer switches and converting bulbs to LED from the regular incandescent high watt bulbs. Further "going green" initiatives included a Solar installation plan.

Safety of guests is a key aspect of commitment to service excellence at GL. In response to break-ins experienced at the beginning of the year, GL Cottages invested in security cameras. This put a complete stop to all the break-ins.

"I have booked and stayed at The Cottages on several occasions: mainly with process facilitation and trainings for Non-Governmental Development Organisations. I have always enjoyed staying at The Cottages especially in view of the absolutely beautiful physical environment, the flora and the energy in the place. Staff members are so professional and responsive. My stay was perfect as always!" *Fons van der Velden, Netherlands*

"GL Cottages is truly a haven of peace, productivity and privacy. We enjoyed studying in the quiet serene environment and look forward to the next visit" *Thandiwe, Christian College*

"Being hosted at the GL Cottages felt like home, the food and the rooms are amazing. The staff are excellent and very accommodating" *Siyabonga, Christian College*

Disability friendly

In response to feedback, but more importantly as part of GL's core values, GL Cottages engaged the Gauteng Provincial Association for Persons with Disabilities (G.P.A.P.D) to come and carry out an accessibility audit at the premises. The disability and accessibility audit was carried out during the course of the year and this led to some recommendations on a few upgrades that needed to take place in order to accommodate guests with disabilities.

By end of 2015 GL Cottages had proudly and successfully converted Mountain View, one of the best rooms, into a disability friendly room with one designated disabled parking zone right by the entrance of the room. Mountain View can now be used by a guest in a



Disability Accessibility Audit at the Cottages 2015.

Photo: Gender Links

wheelchair without major challenges. Other guests too especially the elderly are happy to use this room!



Warming up for a drumming session at the Cottages.

Photo: Thandokuhle Dlamini

Further capital investments included the purchase of a new car for shuttling esteemed guests and this purchase was a profitable value for money asset investment, negotiated well below the vehicles market value. In the spirit of wellness and well-being, the Cottages acquired an outdoor gym facility and children's jungle gym.

Team Building and Wellness: We encourage our clients to consider including team building in their events as this will create better communication between managements and employees, motivate employees, promote creativity, develop problem solving skills, increase trust factor in the workplace, better relationships and ultimately increase productivity.

Companies are taking employee wellness more seriously now as a way of enhancing work productivity. They are truly trying to figure out the right solution to combat rising health issues and healthcare costs. Wellness shouldn't be boring. Our job is to create unique and dynamic programs that not only leave clients invigorated and optimistic providing over time long term success in the workplace. Human beings need to be challenged and stimulated in different ways and the programs that we offer provide just that. Our clients can request for different options such as health talks, outdoor gyming, swimming, hiking and cycling for wellness.

GL Cottages Events & Shuttle Service: With funding pressures mounting, GL deployed two corporate services staff to GL Cottages to explore new income generating possibilities. This enhanced diversification, and helped to maximise productivity of the existing human resources while retaining good team members within the organisation.

Event Management: We provide clients with creative planning and quality management of conferences and special events. We devise the concept, plan the logistics and coordinate the technical aspects

before actually launching the event. Part of the planning can include budgeting, scheduling, coordinating transportation and parking, arranging of speakers or entertainers, providing decor, event security, catering and emergency plans. The management usually involve all the departments from Gardening, Housekeeping, Kitchen, and Shuttle Service teams. Successful events depend on every team and every team member doing their job to a high standard, as well as flexibility and a commitment to good cross-team communication - GL Cottages is that team!

Ticketing & Travel: We are agents of NeXt a division of Travelstart and can get lower rates for our Clients on most international and domestic airlines as we don't get charged service fees. Our guests can get assistance while conferencing or staying at the Cottages to make ticket changes or online bookings by the in-house travel agent. Clients can also book the in-house shuttle and airport meet and greet service ensuring delegate's safety.

Tours: Our clients can mix business with pleasure by booking a Guide for a tour in and around Johannesburg. Tours offered by GL Cottages are mostly within the Johannesburg area and close vicinity, these include guided tours to Apartheid Museum, Soweto historical tour, Maropeng & Stekfontein Caves, Constitutional Hill, Elephant Sanctuary, and many more. GLCC provides ground services through the GL Shuttle Services.

June 2015 ushered a new era in my career as head of a new income generating unit - GL Cottages Shuttle Services. This move was an eye-opener for me as I had always been given errands to run without me being the one to initiate the business. Part of my job was going to be providing driving services to Gender Links in a way that would also give them good value for money. At least for me that sounded like one "customer in the bag" already. However, my new job also involved sourcing new clients for GL Cottages and this was to be a yard-stick used to measure my performance and justify my existence in the profit making industry.

I started by targeting Non-Governmental Organisations with the selling line "give us the business and we will give the proceeds back to the community" - the social entrepreneurship concept. One of our main clients as a result of this strategy is the Centre for the Study of Violence and Reconciliation (CSV).

I can proudly say have been a big part towards achieving monthly goals at the Cottages. However, there has been a lot of pricing competition in the shuttle services market with Uber and Gautrain putting us under continuous pressure. Also with donor funds reducing most organisations are reluctant to outsource

shuttle services. Nevertheless, with the presence of a strong management team at the GL Cottages, we keep getting encouragement. The GL Cottages manager has taught me to believe that in every situation there is a way. *Excerpt from the 2015 Learning Journey by Clever Zulu, GL Cottages Shuttle Service*



Winning streak: Clever Zulu receives the 2015 award for exceptional performance from GL Board Member Thoko Mpumulwana. *Photo: Thandokuhle Dlamini*

Challenges

Change is a word that generates uneasiness in most of us and the new department did come with challenges. The first few months focused on strategic planning and marketing. We have also identified staff capacity building as a vital need for delivering a good service to our clients. The new department has had to be funded in-house and is still to break even. However with marketing efforts we feel that there is room for growth especially if the targeted overseas market is to respond positively.

Next steps

Advisory Services has up to now worked on "response" basis. We have looked out for Calls for Proposals and responded accordingly. However the period 2016 - 2020 will see aggressive marketing the GL Services portfolio, notably the launch and expansion of the Gender Links Training Institute. In turn this will bring about increased income, as well as the repositioning of GL Resources. Growth strategies include:

- Engaging clients in short to medium term Service Level Agreements, and escalating GLAS product offering to cover as many areas of advisory services as possible.

- Direct marketing strategy will be used to increase income, the GL Service team will prepare presentations on organisational gender mainstreaming, targeted to different sectors (e.g. banking, private sector corporates, government departments etc.) that will be used to address and capture that level of clientele.

The strategy for GTI will include:

- A strong focus in South Africa and forging strategic partnerships with organisations like the South Africa Local Government Association to provide training and support to local government council within South Africa. This model will be similar to a Service Level Agreement between City of Johannesburg and Gender Links that saw GL providing training and capacity building to City of Johannesburg over a three year Contract.
- Smart partnerships with academic institutions that will see GTI course carrying joint accreditation with the targeted academic institutions; this will build from existing initiatives with Rhodes University Media Training Unit that has a course jointly developed and facilitated with GL. While this did

not take off in 2014, there is scope to take this forward. GTI will also be looking at other universities that provide gender course and identify ways of collaborating that will benefit GTI.

- Reaching out to the general public who are interested in the course provided, and this will see the development of structured training run periodically from GL Cottages. We have no doubt that these will attract and generate interest from the general public. To this end, a service brochure, both e-copy and hard copy will be developed for strategic distribution and promoted through GL NPO events amongst other avenues.
- Costing and pricing modalities for individual courses, as well developing packaged course. We believe that these efforts will see the set targets being achieved and surpassed.

GL Cottages will continue to endeavour to grow despite all the market challenges that the economy is currently going through. With the introduction of the new departments, diversification will remain a key strategy as the Cottages broadens its horizons:

- The event management department will focus on growing extra revenue from hosting various functions at the Cottages and offering our guests tours within Johannesburg. This will not only generate more revenue for GL Cottages but will also provide an

opportunity to showcase the establishment to additional and diverse potential customers.

- Travel, tours and ticketing are expected to steadily grow as more marketing efforts are put in place to attract business from other organisations who may require assistance with booking of flights. This can also be leveraged from existing Cottages clients who may need someone to make travel bookings when they come for conferences.
- Investing in GL Cottages staff will also play a big role as people power can never be underestimated. Management will ensure that necessary capacity building plans are put in place to give staff the tools they need to excel in what they do. Above all staff will be motivated to continue committing to service excellence as this is the one thing that can make or break any marketing efforts.
- Finally, the GL Cottages intends to continue investing in areas that add more value to the customers such as a beauty spa, massage parlour and an outdoor bar area. This will give our customers more reasons to enjoy their stay at the GL Cottages and create more revenue streams. Differentiated room rates and flexible pricing will make it possible for the Cottages to accommodate guests from all walks of life and therefore grow our customer database. With all these strategies in place we are confident that the GL Cottages will continue to thrive!



Finding the treasure: Family Fun Day at the GL Cottages.

Photo: Colleen Lowe Morna