

BACHA ENTREPRENEURSHIP PROJECT

CALL FOR PROPOSALS APPLICATION FORM - 2025

SURNAME	
NAMES	
Sex	
Age	
Contact No.: (mobile)	
Email	
District	
Highest Qualification	
Institution	
Brief Description of Business Idea	
Business idea sector (eg. Agriculture, tourism, Information Technology, retail etc.)	



Business Plan

XYZ Ltd

t/a XYZ Ltd

Reg No: XXXXXXXX

Managing Director: XXXXX

Contact No: XXXXXXXXXXXX / XXXXXXXX

Prepared by:

Company

Date

CONTENTS

	PAGE
1. EXECUTIVE SUMMARY	1
2. COMPANY OVERVIEW	2
2.1 BACKGROUND	2
2.2 VISION	2
2.3 MISSION	3
2.4 VALUES	3
2.5 OWNERSHIP / SHAREHOLDERS	3
2.6 COMPANY LOCATION	3
2.7 KEY SUCCESS FACTORS	4
2.7.1 OPERATIONAL VIABILITY	4
2.7.2 FINANCIAL VIABILITY	4
2.7.3 MARKET ACCESS	4
2.7.4 MANAGEMENT EXPERTISE	4
2.7.5 DEVELOPMENT OUTCOMES	5
2.8 KEY VIABILITY AND SUSTAINABILITY FACTORS	5
2.9 SWOT ANALYSIS	5
2.10 RISK ANALYSIS	5
3. PRODUCTION / OPERATING PLAN	6
3.1 PRODUCT DESCRIPTION	6
3.2 FEATURES AND BENEFITS	7
3.3 KEY PRODUCT REQUIREMENTS	7
3.4 PRODUCTION PROCESS	7
3.5 LAND REQUIREMENT AND SIZE	7
3.6 PRODUCTION FLOW	8
3.7 TECHNOLOGY	8
3.8 MACHINERY AND EQUIPMENT REQUIRED	8
3.9 OTHER REQUIREMENTS (STORAGE SPACE, LAND, ETC.)	8
3.10 POTENTIAL CONSTRAINTS	9
3.11 MATERIALS SUPPLY	9

4.	MARKET OVERVIEW	9
4.1	TARGET MARKET SEGMENTS	10
4.2	TARGET MARKET STRATEGIES	10
4.3	OFF-TAKE LETTERS OF INTENT / SALES CONTRACTS	10
4.4	MARKET SIZE	10
4.5	COMPETITIVE ADVANTAGES	11
4.6	COMPETITORS	11
4.7	MARKETING AND SALES OBJECTIVES	11
4.8	MARKETING STRATEGIES	11
4.8.1	PRODUCT STRATEGY	12
4.8.2	PROMOTION STRATEGY	12
4.8.3	DISTRIBUTION STRATEGY	12
4.8.4	PRICE STRATEGY	12
5.	SALES PLAN	13
5.1	SALES OBJECTIVES	13
5.2	SALES STRATEGIES AND TACTICS	14
5.2.1	NEW BUSINESS ACQUISITION	14
5.2.2	EXISTING BUSINESS GROWTH	14
6.	MANAGEMENT PLAN	15
6.1	ORGANISATION STRUCTURE	15
6.2	MANAGEMENT TEAM	16
6.3	MANAGEMENT SKILLS GAPS	17
6.4	SKILLS DEVELOPMENT PLAN	17
7.	FINANCIAL PLAN	17
7.1	CAPACITY ASSESSMENT – ASSUMPTIONS	18
7.2	CAPACITY UTILIZATION LEVELS AND IMPACT ON INCOME	18
7.3	SALES PROJECTIONS	18
7.4	SALARIES & WAGES	18
7.4.1	RAW MATERIAL SOURCES	19
7.5	OPERATIONAL EXPENSE STRUCTURE	19
7.6	PROJECTED INCOME STATEMENT	19
7.7	SENSITIVITY ANALYSIS	20

1. EXECUTIVE SUMMARY

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- ☐ *Should be one page or less*
- ☐ *Should be the last section to be written after completing your business plan*
- ☐ *Should cover summarized information on:*
 - ✓ *Purpose of the Plan*
 - ✓ *The Entity and its legal form*
 - ✓ *The Entrepreneur/Team, their background and experience*
 - ✓ *Market Research and Analysis*
 - ✓ *Product or Service Development*
 - ✓ *Marketing and Sales activities*
 - ✓ *Financial summary*
 - ✓ *Key Numbers: Sales Targets; Revenue; Profitability; Growth Areas, Trends and Numbers*
- ☐ *It should be crisp, to the point, and give insight*
- ☐ *Share what the BP is about in opening paragraph*
- ☐ *Conclude the section with financial summary and key numbers*

BestBuy Butchery

2. COMPANY OVERVIEW

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- ☐ What should be covered:
 - ✓ Background (no more than ½ page)
 - ✓ Vision
 - ✓ Mission
 - ✓ Values
 - ✓ Table with shareholders, % shares, IDs and gender
 - ✓ Location of the business
 - ✓ Key success and risk factors of the planned venture

- ☐ (other info that may be included here or at the end of the BP:)
 - ✓ Business Bankers (and bank accounts)
 - ✓ Business Lawyers
 - ✓ Business Auditors
 - ✓ Business Insurers
 - ✓ Business Advisors

2.1 BACKGROUND

2.2 VISION

2.3 MISSION

2.4 VALUES

2.5 OWNERSHIP / SHAREHOLDERS

The following are the shareholders have vast academic and top management work experience as briefly described below, and detailed in the **attached Annex xx (CVs)**.

The shareholders are as follows:

Shareholders	M / F	ID	% Shareholding
	Female		___%
	Female		___%
	Female		___%
	Male		___%
	Male		___%

2.6 COMPANY LOCATION

2.7 KEY SUCCESS FACTORS

Based on the owners' industry experience the following key success factors have been identified:

2.7.1 OPERATIONAL VIABILITY

Specific skills and experience is necessary to manage and operate a factory and business and in this regard the operational viability is ensured through the following:

2.7.2 FINANCIAL VIABILITY

Financial viability will be ensured through the following actions:

2.7.3 MARKET ACCESS

Gaining market share and market access is a key success factor and the following factors ensure access to markets:

2.7.4 MANAGEMENT EXPERTISE

Management is always a critical element for the success of any business and in this regard the management of XXXXXmeets prerequisites i.e.:

2.7.5 DEVELOPMENT OUTCOMES

The development impact and outcomes of the project are as follows:

2.8 KEY VIABILITY AND SUSTAINABILITY FACTORS

The establishment of the operation will be successful due to the following:

2.9 SWOT ANALYSIS

The three most critical strengths, weaknesses, opportunities and threats facing the enterprise are mostly positive as can be observed from the analysis below and confirms the potential of the operation. The plan is to capitalise on the opportunities and build on the strengths.

Strengths:	Weaknesses:
<ul style="list-style-type: none">•••	<ul style="list-style-type: none">•••
Opportunities:	Threats:
<ul style="list-style-type: none">•••	<ul style="list-style-type: none">•••

2.10 RISK ANALYSIS

The main risks involved with the business are complying with customers' needs and specification.

3. PRODUCTION / OPERATING PLAN

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- ☐ What should be covered:
 - ✓ Description of the product / service range
 - ✓ Features and benefits of product/service
 - ✓ Production/operating process
 - ✓ Production/operating capacity
 - ✓ Capacity utilization
 - ✓ Quality control/Quality assurance
 - ✓ Fixed assets to be used in production and operations
 - ✓ Useful life of fixed assets
 - ✓ Sources of machinery/equipment
 - ✓ Repairs and maintenance of machinery/equipment and availability of spares
 - ✓ Raw material/input/stock requirements and sources
 - ✓ Pre-operating activities
 - ✓ Sources of operating competitive advantage
 - ✓ Techniques
 - ✓ Experience
 - ✓ Economies of Scale and lower direct costs
 - ✓ Occupational Safety and Health (OSH) Measures
 - ✓ Quality certifications or accreditations required (e.g. ISO9001, HACCP, GAP, SABS, etc.)

3.1 PRODUCT DESCRIPTION

The xxx plant will produce the following products:

3.2 FEATURES AND BENEFITS

The range of products has the following features and benefits:

3.3 KEY PRODUCT REQUIREMENTS

The following product requirements will be pursued in the quest to develop a reputation for quality products:

[DELETE THIS BOX AFTER COMPLETING THIS SECTION]

- ☐ *In describing product requirements in this section, you want to ensure that the products:*
 - ✓ *Satisfy the specification, health, and safety needs of consumers.*
 - ✓ *Must be innovative, offering consumers clear, unique and relevant benefits versus competing products.*
 - ✓ *Must always offer exceptional value, irrespective of the price at which they are sold.*
 - ✓ *Must be produced at the lowest possible cost, making use of world class manufacturing technology.*
 - ✓ *Must be subjected to world-class quality assurance processes, so that consumers can be confident of receiving a consistent and reliable product, time after time.*
 - ✓ *Must be continually re-engineered and improved to be in tune with the changing needs and requirements of consumers.*

3.4 PRODUCTION PROCESS

3.5 LAND REQUIREMENT AND SIZE

The land size required is

3.6 PRODUCTION FLOW

The production flow and process is outlined in the sketch below.

3.7 TECHNOLOGY

3.8 MACHINERY AND EQUIPMENT REQUIRED

3.9 OTHER REQUIREMENTS (STORAGE SPACE, LAND, ETC.)

3.10 POTENTIAL CONSTRAINTS

3.11 MATERIALS SUPPLY

The key buying criteria to select a supplier of related xxx products are as follows:

4. MARKET OVERVIEW

[DELETE THIS BOX AFTER COMPLETING THIS SECTION]

- ☐ What should be covered:
 - ✓ Market information – what homework have you done?
 - ✓ Market/industry sector overview, trends & development
 - ✓ Target market segments
 - ✓ Target market strategies
 - ✓ List of customers targeted or to be approached / Off-take Letters of Intent / Sales Contracts
 - ✓ Market size – quantify it with assumptions
 - ✓ Competitive advantages
 - ✓ Competitors – important to say what you know of them
 - ✓ Marketing and sales objectives
 - ✓ Marketing strategies (revolving around the 4Ps or 8Ps)

4.1 TARGET MARKET SEGMENTS

The market segments are outlined below:

Product	Market Segments
1. [Product A]	
2. [Product B]	
3. [Product C]	

4.2 TARGET MARKET STRATEGIES

The market strategies to gain effective market entry and to grow sales include:

4.3 OFF-TAKE LETTERS OF INTENT / SALES CONTRACTS

4.4 MARKET SIZE

An outline of the market size is provided below:

4.5 COMPETITIVE ADVANTAGES

4.6 COMPETITORS

An overview of the main competitors in the market is outlined below.

4.7 MARKETING AND SALES OBJECTIVES

The marketing and sales objectives are to:

- Generate sales of M..... in the first year of commissioning business
-
-
-

4.8 MARKETING STRATEGIES

The following strategies will be implemented in order to achieve the marketing and sales objectives:

4.8.1 PRODUCT STRATEGY

4.8.2 PROMOTION STRATEGY

Advertising	WHO	BY WHEN
•		
Personal Selling		
•		
Promotions		
•		

4.8.3 DISTRIBUTION STRATEGY

	WHO	BY WHEN
• Goods to be transported by road & rail to customers		Ongoing

4.8.4 PRICE STRATEGY

Product	Selling price
Export Prices	

5. SALES PLAN

[DELETE THIS BOX AFTER COMPLETING THIS SECTION]

❑ What should be covered:

- ✓ Business geographical coverage and target customers
- ✓ Pricing
- ✓ Estimated sales volumes
- ✓ Year 1-Year 5 Sales Objectives
 - **Ask yourself:** What do you want your business to look like at the end of Year1, Year2,...Year5? E.g. For Year2, enter sales objectives that are more challenging than your Year1 objectives, but are also realistic for your business. Objectives should be specific, measurable, achievable, relevant, and timed.
- ✓ Sales Strategies and Tactics
 - New business acquisition strategies and tactics
 - Existing business growth strategies and tactics

5.1 SALES OBJECTIVES

Sales Objectives			
	Objective	How will Objective be measured (Indicators)	Audit Frequency
Yr1	Example: Achieve more than M5 million in top-line revenue within first year of Sales Plan adoption	Example: Sales Report	Example: Monthly
Yr2			
Yr3			
Yr4			
Yr5	Example: Achieve more than M100 million in top-line revenue within five years of Sales Plan adoption	Example: Sales Report	Example: Yearly

5.2 SALES STRATEGIES AND TACTICS

5.2.1 NEW BUSINESS ACQUISITION

New Business Acquisition	
Strategy	Supporting Tactics
Example: Exceeds Sales Quota	Example: Send no less than xx letters of introduction to new prospects each week

5.2.2 EXISTING BUSINESS GROWTH

Existing Business Growth	
Strategy	Supporting Tactics
Example: Create a touch point program	Example: Contact each of our existing customers no less than once per month with a new idea they cannot get from anyone else

6. MANAGEMENT PLAN

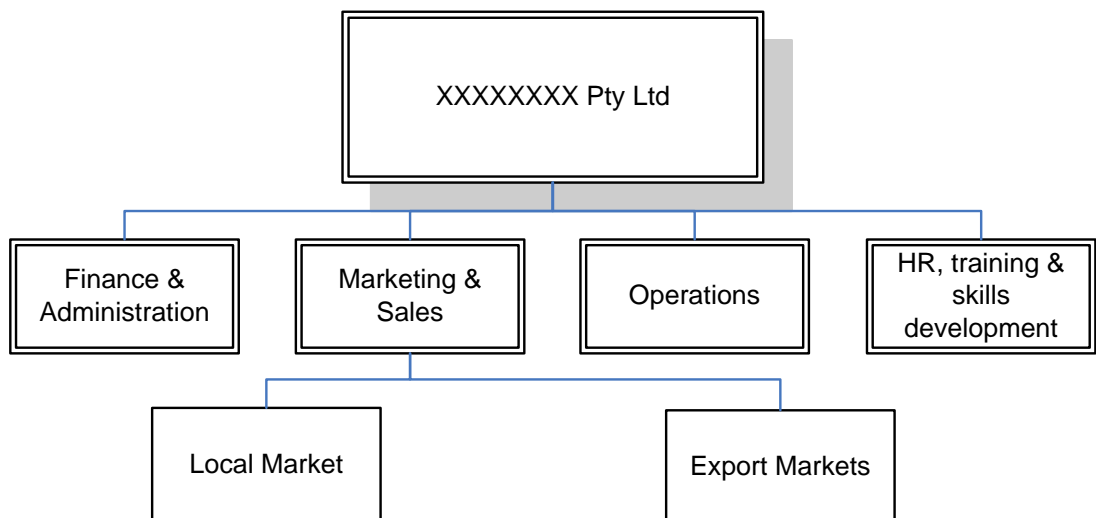
[DELETE THIS BOX AFTER COMPLETING THIS SECTION]

❑ What should be covered:

- ✓ Organizational structure (organizational chart)
- ✓ Overview of who is behind the project
- ✓ Management team and brief profiles (must be short-one or two paragraphs each, relevant and powerful; not CVs here!)
- ✓ Management skills gaps
- ✓ Skills development plan

6.1 ORGANISATION STRUCTURE

The enterprise will function according to the following operational structure



6.2 MANAGEMENT TEAM

XXXXXX – Chief Executive Officer / Management Director (Shareholder)

Mr./Ms. xxxx has over 10 years exposure in manufacturing of xxxxx. S/He also has 5 years experience in export of xxxxx. S/He has previously founded a successful company xxxxx that was acquired by xxxxx in 2019. S/He

XXXXXX – Chief Operating Officer (Shareholder)

Mr./Ms. xxxx has four years exposure in marketing and technical management and it was during this period that her strong organizational and implementation skills became apparent. She also possesses xx years of junior and senior xxx laboratory xxx and xxx. xxx present company, xxx, has won a number of export and local accolades under her leadership such as:

- xxx Emerging Exporter of the Year in 20xx and 20xx
- xxx business competition winner in 20xx
- xxx business TV reality show winner 20xx
- xxx Mayor of Maseru's xxxx award for Women in Business 20xx

She possesses xxx qualifications include degrees in xxx, and is currently pursuing an MBA in xxxx.

XXXXXX – Marketing and PR Director (Shareholder)

XXXXXX – General Manager: Production

xxxxx possesses a strong technical background, with extensive experience in xxxxx and environmental management. xxxxx holds a xxx xxx Management of Technology (Hons) and Project Management qualifications. He is a member of the xxx Institute of Directors of Lesotho and the Lesotho Chamber of Commerce. He is hard working, goal orientated with excellent leadership and organisational skills. His duties will include xxxxx.

6.3 MANAGEMENT SKILLS GAPS

Once all staff have been employed an accurate skills gaps audit can be conducted to identify skills gaps that may exist. Skills gaps that do arise would be addressed when and if the need arises; however, there are no skills gaps foreseen with the appointment of a hand picked Marketing manager and key accounts manager, an experienced contract packer to undertake production and two shareholders with extensive business acumen.

6.4 SKILLS DEVELOPMENT PLAN

Management training and development is intended to play a key role in the future growth plans of the enterprise. Ongoing courses and workshops will be attended where required to address shortcomings in key performance areas such as strategic planning, general management, and implementation of strategies, effective co-ordination and control of activities and meeting deadlines. Where particular skills are required the necessary recruitment policy would be applied to attract the right calibre of person.

7. FINANCIAL PLAN

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☐ *What should be covered:*

- ✓ *Capacity assessment and assumptions underlying the Financial Plan*
- ✓ *Analysis of capacity utilization levels and impact on income*
- ✓ *Sales projections (based on assumptions made)*
 - *Sales / revenue targets for first 5 years*
 - *Sales breakdown per month for first 12 to 24 months*
- ✓ *Salaries and wages*
- ✓ *Raw material sources*
- ✓ *Operational expense structure / Projected expenses for first 5 years*
- ✓ *Projected income statement*
- ✓ *Sensitivity analysis*
- ✓ *Funding requirements and application*

7.1 CAPACITY ASSESSMENT – ASSUMPTIONS

The capacity assessment is based on the following assumptions outlined below.

7.2 CAPACITY UTILIZATION LEVELS AND IMPACT ON INCOME

The table below provides an assessment of the production capacity utilisation levels and associated income at each level.

Capacity in M'000	100%	90%	80%	70%	60%	50%	40%	30%	20%	10%
PModule 1		0	0	0	0	0	0	0	0	0
Sales at M	M 0	M 0	M 0	M 0	M 0	M 0	M 0	M 0	M 0	M 0
PModule 2		0	0	0	0	0	0	0	0	0
Sales @ M	M 0	M 0	M 0	M 0	M 0	M 0	M 0	M 0	M 0	M 0
Tot sales potential	M 0	M 0	M 0	M 0	M 0	M 0	M 0	M 0	M 0	M 0

At full production output a plant with the capacity to produce xx tons/day and has the potential to generate a turnover of M..... per annum based on the production and price assumptions and calculations made above.

7.3 SALES PROJECTIONS

The sales projections for the next five years are outlined below based on a 5% annual increase in selling prices.

Description	Year 1	Year 2	Year 3	Year 4	Year 5
Product 1	0	0	0	0	0
Product 2	0	0	0	0	0
Price of M per unit	M 0	M 0	M 0	M 0	M 0
Price of M per unit	M 0	M 0	M 0	M 0	M 0
Sales product 1	M 0	M 0	M 0	M 0	M 0
Sales product 2	M 0	M 0	M 0	M 0	M 0
Total sales target	M 0	M 0	M 0	M 0	M 0

7.4 SALARIES & WAGES

The anticipated workforce and costs for Year 1 is outlined in the table below:

Salary and wages	No.	Total	P/p per month	Monthly Total	Year 1
Position					
				M 0	M 0
				M 0	M 0
				M 0	M 0
				M 0	M 0
				M 0	M 0
Total	0	0	M 0	M 0	M 0

7.4.1 RAW MATERIAL SOURCES

7.5 OPERATIONAL EXPENSE STRUCTURE

Based on historic expenses the following overhead structure will be incurred.

Description	Year 1	Year 2	Year 3	Year 4	Year 5
Salaries & wages	M 0	M 0	M 0	M 0	M 0
Tel, internet, cell	M 0	M 0	M 0	M 0	M 0
Transport	M 0	M 0	M 0	M 0	M 0
Electricity	M 0	M 0	M 0	M 0	M 0
Bank charges	M 0	M 0	M 0	M 0	M 0
Accountants	M 0	M 0	M 0	M 0	M 0
Repair & maintenance	M 0	M 0	M 0	M 0	M 0
Water	M 0	M 0	M 0	M 0	M 0
Insurance	M 0	M 0	M 0	M 0	M 0
Marketing	M 0	M 0	M 0	M 0	M 0
Staff refreshments	M 0	M 0	M 0	M 0	M 0
Stationary	M 0	M 0	M 0	M 0	M 0
Total	M 0	M 0	M 0	M 0	M 0

7.6 PROJECTED INCOME STATEMENT

The projected income statement for the next 5 years of operation is as follows:

Product	Year 1	Year 2	Year 3	Year 4	Year 5
Product 1					
Product 2					
Total income	M0	M0	M0	M0	M0
Less COGS (cost o	M0	M0	M0	M0	M0
Gross profit	M0	M0	M0	M0	M0
Less expenses					
EBITD	M0	M0	M0	M0	M0
Depreciation					
EBIT	M0	M0	M0	M0	M0
Interest					
Profit before tax	M 0.00	M 0.00	M 0.00	M 0.00	M 0.00
Less Tax at 25%	M 0.00	M 0.00	M 0.00	M 0.00	M 0.00
Profit after tax	M 0.00	M 0.00	M 0.00	M 0.00	M 0.00

7.7 SENSITIVITY ANALYSIS

The table below shows the impact of a raw material price increase of 7% per year on profitability

Product	Year 1	Year 2	Year 3	Year 4	Year 5
Caustic soda					
Chlorine					
Total income	M0	M0	M0	M0	M0
Less COGS (w/ 7% ann. Infl)		M0	M0	M0	M0
Gross profit	M0	M0	M0	M0	M0
Less expenses					
EBITD	M0	M0	M0	M0	M0
Depreciation					
EBIT	M0	M0	M0	M0	M0
Interest					
Profit before tax	M 0	M 0	M 0	M 0	M 0
Minus Tax 15%	M 0	M 0	M 0	M 0	M 0
Profit after tax	M 0	M 0	M 0	M 0	M 0

7.8 FUNDING REQUIREMENTS AND APPLICATION

The funding required will amount to M....as outlined below

Description	M Amount
Machinery and equipment	M0
	M0
	M0
	M0
	M0
Machinery and equipment subtotoal	
Total plant cost	M 0
Plus 15% VAT	M 0
Total cost including VAT	M 0
Plus working capital (bridging finance)	
Total project cost	M 0

The funding of the project is anticipated to materialise as follows:

Funder	Amount	%
Funder 1	Mxxxx	40%
Funder 2	Mxxxx	39%
Funder 3 (owners)	Mxxxx	21%
Total	Mxxxx	100%

The integrated financial model with balance sheet and cash flow projections are outlined in Appendix 1.

BEP – Campaign message 2025

Call for proposals:

To address poverty exacerbated by rising youth unemployment, the Basotho Enterprises Development Corporation (BEDCO), in collaboration with the Revenue Services Lesotho (RSL) and the Standard Lesotho Bank (SLB), calls for proposals for the Bacha Entrepreneurship Project.

The project aims to support unemployed youth aged 21 to 35 in becoming employers and driving economic growth by helping them start their own businesses. It seeks to cultivate a generation of young entrepreneurs capable of overcoming barriers to becoming job creators rather than job seekers. The three partners invite viable, sustainable, and profitable business proposals that will receive a total start-up capital of M1,000,000.00.

The Bacha Entrepreneurship Project is a collaborative effort aimed at tackling unemployment among young people. It strives to cultivate a generation of entrepreneurs who can thrive by becoming job creators rather than job seekers. This project paves the way for youth to shape and determine the economic agenda of their country. Here is an opportunity for young people to transform a crisis into a chance, especially at a time when youth unemployment in Africa is rising faster than in other parts of the world.

Who is eligible?

The project specifically targets Basotho aged 21 to 35 who have completed the Cambridge Overseas School Certificate (COSC) or the Lesotho General Certificate of Secondary Education (LGCSE) and above. These young individuals must not have any formal employment opportunities after obtaining their qualifications. Additionally, they must be interested in starting a business. Proposals will also be accepted from start-ups led by qualifying youth who need funding to expand their businesses, including the following details.

Proposals will not be limited to any specific area of interest or discipline; instead, they will be selected solely based on merit, including factors such as innovation,

feasibility, a strong business case, and sustainability. All eligible Basotho in the ten districts of the country may submit their proposals.

Selection and adjudication process

Proposals will be selected based on their merits, including innovation, viability, a strong business case, and longevity. A panel of skilled and experienced adjudicators will evaluate all submitted proposals.

Submission and deadlines

Critical factors that must be adequately addressed to create a viable Business Proposal include the following:

1. Executive Summary
2. Company Overview
3. Production/Operating Plan
4. Market Overview
5. Sales Plan
6. Management Plan
7. Financial Plan

Other mandatory documents

- Certified copies of Identity documents
- Certified copies of qualifications
- CV
- Business documents (where applicable)

Submissions are made online at bacha@bedco.org.ls. No hand deliveries.

FINAL DATE FOR THURSDAY 24th July 2025.

For further enquiries, visit the

- Bacha Entrepreneurship Project Facebook page and
- Basotho Enterprises Development Corporation's Facebook Page
- Revenue Services Lesotho Facebook page
- Standard Lesotho Facebook Page
- Websites of the three organizations (www.bedco.org.ls, www.rsl.org.ls, www.standardlesothobank.co.ls)

Enquiries can also be made via telephone at BEDCO on the following numbers:
contact Ms Nyabela on +266 5877 3007

Disclaimer

While the utmost care will be taken to protect the intellectual property rights of all entrants, the parties have no obligation to return any submitted proposal. Each applicant should submit only one proposal.

The Bacha Entrepreneurship Project is a social responsibility initiative proudly provided by BEDCO, RSL, and SLB.

Voiceover Development – BEP Outreach Sessions

Date	District
Monday - 16 th June 2025	Botha-Bothe
Tuesday - 17 th June 2025	Mokhotlong
Wednesday - 18 th June 2025	Leribe
Thursday - 19 th June 2025	Berea
Monday 23 rd and Tuesday 24 th June 2025	Thaba-Tseka
Saturday - 27 th June 2025	Maseru
Monday - 30 th June 2025	Semonkong
Tuesday - 01 st July 2025	Qacha's Nek
Wednesday - 02 nd July 2025	Quthing
Thursday - 03 rd July 2025	Mohale's Hoek
Friday - 04 th July 2025	Mafeteng