

MAURITIUS TIMES

Freedom is never dear at any price. It is the breath of life. What would a man not pay for living? – Mahatma Gandhi



58th Independence Anniversary Mauritius



Mauritius 1968-2026

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“The homo economicus Mauritanus has to morph into a mature and responsible citizen...”



balancing rights with the obligations required to thrive in our small, diverse, multi-cultural and multi-religious society”

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The Roadmap to a Second Mauritian Miracle

On this March 12th, 2026, Mauritius commemorates the 58th anniversary of its Independence. While this date serves as a significant milestone for national celebration, nearly six decades of sovereign governance also necessitate a rigorous and objective assessment of the nation's progress. Beyond the ceremonial observances, the current landscape requires a sober reflection on the resilience of our democratic institutions and the future trajectory of the State.

The political landscape of 2026 is one of profound transition. After a period marked by what Manou Bheenick — in today's edition — has termed a "lost era" of institutional decay, a newly elected government has taken the helm, buoyed by promises of sweeping reform and systemic change. Since 1968, Mauritius has defied the gloomy predictions of sceptics, transforming from a vulnerable, monocrop sugar economy into a diversified, upper-middle-income nation. We established a tourism industry of international renown, an export-oriented textile sector that secured a firm footing in global markets, and a financial services hub that bridged continents.

However, economic growth alone does not define nationhood. As we look toward the next decades, we must confront a harrowing reality: the foundations of our success — our democratic institutions, our personal safety, and our social cohesion — have been under sustained siege. The pressing question for every Mauritian today is whether the current promises of renewal will genuinely strengthen our democracy or remain mere rhetorical flourishes on a campaign poster.

The Prerequisite: Restoring the Rule of Law

The most immediate challenge facing the Republic is the restoration of the rule of law. For too long, the independence of our institutions has been a convenient fiction. Over the past decade, we witnessed the systematic "political capture" of key bodies, from the police force to independent commissions. Executive overreach and selective justice became common occurrences, creating a climate where dissent was suppressed and loyalty was rewarded over merit.

The government's announcement of a National Crime Agency to replace the Financial Crimes Commission is a step in the right direction, but it must be more than a rebranding exercise. It must serve as a robust institutional safeguard against the malpractices and irregularities that characterized public procurement during the previous mandate. Furthermore, the proposal to introduce internationally recognized foreign judges to a new Court of Appeal is a bold move aimed at insulating our judiciary from local political pressures.

However, systemic reform must go deeper. Things appear to be improving under the leadership of the new CP, but nevertheless our police force, long battered by allegations of inefficiency and political interference, requires a complete overhaul. The introduction of a Police and Criminal Evidence Bill is essential to transform the force into a modern, transparent, and human-rights-compliant body. Without a police force that the public can trust, the "safe space" required for a thriving democracy simply cannot exist.

National Security and the Drug Crisis

Among the most significant challenges to national security and social stability is the increasing prevalence of synthetic substances and the growing sophistication of drug trafficking networks. This phenomenon presents a profound risk to the country's social cohesion, impacting every segment of the population. Ensuring a secure environment is a fundamental prerequisite for the youth to pursue their aspirations



Pic - Facebook

and contribute to the nation's future with confidence.

Combating this requires more than just high-profile arrests; it requires a multidimensional strategy that includes robust maritime surveillance of our vast Exclusive Economic Zone, community-led rehabilitation programs, and the total dismantling of the illicit structures that allow traffickers to operate with impunity. Personal safety is not a luxury; it is a fundamental right that the state has struggled to guarantee in recent years.

Economic Sovereignty and Industrial Diversification

The global disruptions of the early 2020s taught us a hard lesson about our vulnerability. As a resource-poor island, we can no longer afford to be passive importers of our most basic needs. Food security must move from a policy buzzword to a national mission. This requires incentivizing local agri-business and leveraging technology to ensure we can secure our own survival.

Simultaneously, we must address the stagnation of our industrial model. The traditional pillars of tourism and sugar, while still vital, are no longer sufficient to sustain a population with rising aspirations. We must look to the Blue Economy — our vast ocean territory — as the next frontier. From sustainable high-seas fishing to seabed exploration and marine biotechnology, the ocean is our greatest untapped asset.

Furthermore, Mauritius aspires to establish Artificial Intelligence (AI) as a foundational pillar of its future economy, recognizing it as a critical driver of productivity in the digital age. By forging strategic partnerships with technologically advanced nations — most notably India, which has demonstrated a profound commitment to leading the global digital transformation — the country must integrate itself seamlessly into the emerging technological landscape. Much like the industrialisation of the 1970s, the proactive

adoption of AI represents a pivotal shift necessary to catalyze a second economic miracle and ensure the nation remains at the forefront of global innovation.

Yet, innovation is often stifled by a concentrated private sector where a handful of conglomerates dominate. To achieve a quantum leap forward, we must dismantle the barriers to entry and end the era of "rent-seeking" exemplified by the Mauritius Investment Corporation (MIC). The MIC too often facilitated wealth transfers to the few while the purchasing power of the many evaporated.

A Return to Public Service

This brings us to the heart of the matter: the intersection of economic expertise and political leadership. As we look back at the giants of 1968, we see a generation that was driven by a sense of mission. They were the architects of a future they believed in.

In contrast, the recent past was marked by a deficit in both expertise and integrity at the highest levels of governance, where political loyalty frequently took precedence over professional competence. To change this, we must reform the very way we produce leaders. We need a system that attracts those who wish to serve the public interest. Collective action — led by civil society and representatives dedicated to the public interest — is essential to demand a comprehensive reform of the political process. This reform must institutionalize transparent, merit-based appointments for all key roles through a rigorous system designed to eliminate cronyism. Furthermore, it must establish a more equitable balance of power, ensuring that no political leader can ever again treat a party or the State as a private enterprise.

The Bottom Line

The central conclusion is inescapable: for Mauritius to achieve a genuine structural transformation, the fundamental prerequisite is to empower leaders who are exclusively dedicated to the public interest and possess the political resolve necessary to drive substantive reform.

Politics, when executed with integrity and vision, serves as the engine that has driven our remarkable development since Independence, notwithstanding the institutional setbacks of the recent past. Conversely, when misused, it becomes a destructive force that erodes public trust and precipitates systemic scandals. It is imperative that we move away from a culture that permits the degradation of political standards and undermines the professional conduct essential to government departments.

As we look toward the future, the nation must determine its long-term trajectory. We face a choice between a cycle of economic stagnation and social vulnerability, or a return to the status Mauritius maintained for decades: a leader among African nations, recognized globally for its remarkable progress. If we can bridge the gap between our technical potential and our political willpower, a second Mauritian Miracle is not just a dream — it is our destiny.

Mauritius Times

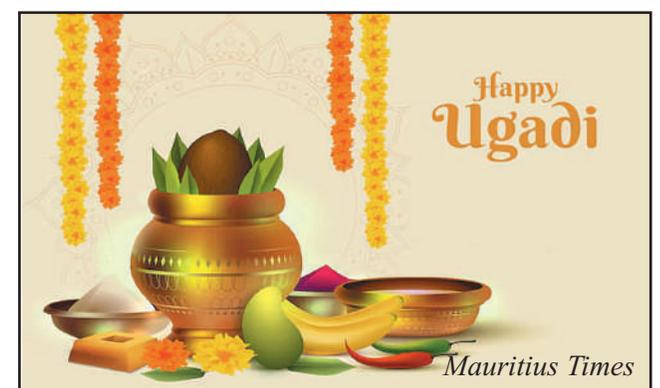
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The Tourism Bazar: Collective Responsibility Under Fire

‘Publicly labelling a ministry as a “bazar”... would generally be regarded as a serious breach of the principle of Cabinet collective responsibility’

The public clash between DPM Paul Bérenger and Tourism Minister Richard Duval has moved beyond headlines into the realm of constitutional crisis. When a Ministry is labelled a “bazar” and dismissal letters for top officials are issued, recalled, and then modified within days, it is no longer just an administrative error — it is a challenge to our system of government.

At the heart of this saga is the doctrine of Collective Ministerial Responsibility. In the Westminster tradition, Cabinet must present a united front; internal disagreements stay behind closed doors. Yet, with senior ministers trading barbs in the press, we must ask: where does a Minister’s individual authority end and Cabinet’s collective oversight begin?

The confusion surrounding the grounds for these dismissals — shifting from “sexual harassment” to “precautionary measures” — also raises serious questions about due process and legal liability. Can a Minister act unilaterally on parastatal boards, or is Cabinet consultation mandatory?

In this week’s column, Lex dissects the legal fallout, the limits of Prime Ministerial intervention, and whether Cabinet solidarity is being sacrificed on the altar of coalition politics.

LEX

*** Is the public rift between DPM Paul Bérenger and Minister Richard Duval more than just a political spat? It appears to be a direct challenge to the constitutional principle of collective responsibility, a cornerstone of the Westminster model in a democratic state?**

Yes, criticisms by one minister against another — especially when made in public — are generally considered a direct challenge to the constitutional principle of collective responsibility, a foundational convention of the Westminster system.

*** Does publicly labelling a ministry a ‘bazar’ fatally undermine Cabinet unity? At what point do these public attacks cross the line, leaving resignation as the only constitutional way out?**

Publicly labelling a ministry as a “bazar” — implying it is a place of chaos, disorganisation, or even impropriety — would generally be regarded as a serious breach of the principle of Cabinet collective responsibility, and one that can fundamentally undermine Cabinet unity and stability.

Such attacks reveal internal disagreements on government policy, or erode public confidence in the collective authority of the government. In Westminster practice, the constitutionally proper course is then either to retract the remarks and reaffirm support for Cabinet decisions, or to resign.

*** Does the public disclosure of Cabinet discussions — specifically those regarding the Tourism Authority — seriously undermine the ‘safe space’ required for government decision-making? What are the legal implications of such a breach?**

Public disclosure of Cabinet discussions by a minister — commonly referred to as a “leak” — constitutes a breach of the constitutional conventions of Cabinet confidentiality and collective responsibility. Such disclosures are considered to undermine the efficiency and integrity of government, with consequences that may range from political damage to calls for immediate resignation and, in extreme cases, legal repercussions.

In Mauritius, the leaking of Cabinet deliberations by a minister may also fall within the scope of the Official Secrets Act, as Cabinet members are bound both by the oath of confidentiality and by the principle of collective responsibility.

*** Does Cabinet secrecy cover everything the**

government does, or just major policies? Should the firing of board members at a parastatal be protected by the same rules of confidentiality?

Cabinet secrecy does not cover everything the government does; rather, it primarily applies to the deliberations, documents, and decision-making processes of the Cabinet and its committees. While it is sometimes perceived as a blanket of silence, Cabinet confidentiality is intended to protect discussions so as to allow for robust debate, consensus-building, and the preservation of collective responsibility.

In Mauritius, the dismissal of board members of a semi-public (parastatal) body by the Cabinet is generally considered a Cabinet matter while it is under deliberation. However, the final decision becomes part of the public record once it is officially announced, typically through the Cabinet Highlights.

*** On the other hand, what is the proper constitutional and administrative procedure for dismissing board members of a statutory body like the Tourism Authority? Does the law grant a Minister unilateral power to act, or must such decisions be collectively ratified by the Cabinet?**

The dismissal of board members of a statutory body is a rigorous legal process that must adhere strictly to the enabling legislation — that is, the specific Act that created the body — as well as to the principles of natural justice, in order to avoid claims of unlawful dismissal.

Statutory directors occupy a particular legal position, often requiring a careful balancing between corporate law principles governing removal and administrative law requirements relating to due process, notice, and cause.

*** To what extent does a minister have discretion to take administrative decisions within his or her own portfolio without prior Cabinet approval?**

In Mauritius, the constitutional framework is rooted in the Westminster system, which operates on the principle of collective responsibility. While individual Ministers exercise authority over their respective ministries, major policy decisions and significant actions are generally expected to be collectively ratified by the Cabinet, which is often described as the “supreme authority for taking policy decisions for the Government.”

In Westminster-style systems of government, the law may grant Ministers unilateral authority to act on specific administrative or statutory matters. However, the exercise of such powers is typically constrained by the constitutional



Pic - Défi Media

convention of Cabinet collective responsibility.

*** Under the Mauritian Constitution and Westminster tradition, can the Prime Minister intervene to reverse or “recall” a dismissal decision taken by a minister?**

Under the Mauritian Constitution, which is based on the Westminster system, the Prime Minister (PM) exercises overarching authority over the other ministers. While individual ministers may hold specific statutory powers to appoint or dismiss staff, the PM, as Head of Government, can in practice intervene, reverse, or instruct a minister to reconsider or rescind a dismissal decision — often by invoking the principle of collective responsibility or by signalling the possibility of a Cabinet reshuffle or the minister’s dismissal.

*** Does the Deputy Prime Minister have any formal constitutional authority to intervene in another minister’s department, or is such intervention essentially political?**

The Deputy Prime Minister (DPM) in Mauritius does not possess independent or formal constitutional authority to intervene in the affairs of another minister’s department.

The DPM performs the functions of the Prime Minister only when formally designated as Acting Prime Minister in the event of the Prime Minister’s absence or inability to act.

*** If dismissal letters are issued and later withdrawn under changing allegations, could this expose the State or the Tourism Authority to legal challenges for abuse of power or administrative fault (faute)?**

Issuing and subsequently withdrawing dismissal letters based on changing allegations could strongly expose the State or the Tourism Authority in Mauritius to legal challenges. Such actions may amount to unfair dismissal under the Workers’ Rights Act 2019, as they risk violating principles of procedural fairness and may even raise concerns about abuse of power under constitutional principles.

*** The shift from allegations of “sexual harassment” levelled against the former chairman of the Tourism Authority to “workplace harassment” (confirmed as a “precautionary measure” rather than a formal charge) suggests that the grounds for the initial dismissals were legally or factually shaky, leading to the Prime Minister’s intervention to recall the letters. Is a “precautionary measure” at a police station sufficient legal grounds to suspend a public official — whether it’s the chairman of the board or a senior member of the management of a parastatal body —, or could this undermine the security of tenure in public office?**

A “precautionary measure” statement at a Mauritian police station — essentially a unilateral, unverified report used to document threats or potential incidents rather than to establish a criminal charge — is generally insufficient on its own to justify the suspension of a public official. Suspension typically requires formal charges, a police investigation, or evidence of misconduct, rather than merely the filing of a complaint.



Spectators No Longer

When small states stand alone, they fall alone — why coordination among the countries of the Indian Ocean has become a strategic necessity

In an article published last week in the *Mauritius Times*, I argued that the widening confrontation in the Middle East illustrates a troubling feature of our time: conflicts among major powers rarely remain confined to the regions where they begin. Their consequences travel rapidly through global systems — energy markets, maritime routes and financial networks — until they reach countries far removed from the battlefield.

For the countries of the Indian Ocean, these developments carry an unmistakable lesson. In an increasingly turbulent geopolitical environment, small states **can no longer** afford the luxury of spectatorship.

When forces beyond our control begin to shape the stability of our economies, the security of our sea lanes and the broader international order upon which we rely, remaining passive observers is no longer an option.

Spectators we may once have been. Spectators we can no longer remain!

The Limits of the Old Multilateral Order

For much of the post-war era, smaller nations placed considerable faith in a multilateral system designed to moderate the behaviour of powerful states. International institutions, legal frameworks and diplomatic norms provided at least some predictability in global affairs.

Today that system appears to be under growing strain.

Major powers increasingly bypass international institutions when these are perceived as inconvenient. Military action is justified through shifting narratives. Economic pressure and sanctions are deployed as instruments of geopolitical competition.

When international norms weaken, power politics tends to fill the vacuum.

For smaller states, the erosion of these guardrails creates a strategic dilemma. The mechanisms that once offered some protection against unilateral action appear less reliable in a world where the influence of the powerful is once again asserted more openly.

From Spectators to Strategic Actors

Historically, many smaller nations have approached global crises as observers rather than participants. That posture is becoming increasingly untenable.

The era in which small states could afford the luxury of geopolitical detachment may be drawing to a close. Spectatorship is no longer a viable posture in a rapidly changing international order.

Small states may lack the military capabilities of great powers, but they possess other forms of influence that can become significant when exercised collectively. Strategic geography, maritime jurisdiction, diplomatic legitimacy and voting power in international institutions are assets that acquire greater weight when coordinated effectively.

The Indian Ocean region illustrates this reality clearly.

Stretching from the eastern coast of Africa to Southeast Asia, the region encompasses numerous island and coastal states whose combined maritime zones cover vast expanses of the world's oceans. These waters carry a substantial share of global trade and energy flows.

Yet despite this strategic importance, the voices of the region's smaller states often remain fragmented.

Fragmentation weakens influence. Coordination



“The evolving geopolitical landscape therefore presents both a challenge and an opportunity. The challenge lies in navigating an international environment in which great-power rivalry once again threatens to dominate global affairs. The opportunity lies in recognising that small states need not remain passive spectators. For the countries of the Indian Ocean, the choice is becoming increasingly clear: remain spectators of forces that shape our destiny or work together to influence the environment in which we must live...” Pic - Council for Advocacy and Policy Research

strengthens it.

The Strategic Imperative of Regional Coordination

As the international system enters a period of intensified geopolitical competition, small states must adapt accordingly.

The first requirement is **deeper coordination** across several spheres of activity.

Diplomatic coordination allows smaller nations to articulate common concerns more effectively in international forums.

Economic cooperation can strengthen **resilience** in the face of global shocks.

Maritime collaboration can help safeguard the sea lanes upon which the prosperity of the region depends.

Such cooperation need not imply alignment with any particular geopolitical bloc.

On the contrary, it can help preserve the strategic autonomy of smaller states by enabling them to engage larger powers from a position of collective confidence rather than individual vulnerability.

The Indian Ocean already possesses **several regional platforms** dedicated to dialogue and cooperation. What is required today is not necessarily the creation of new institutions but the strengthening of existing ones and the **political will** to use them more effectively.

Mauritius and the Responsibility of Strategic Convening

For Mauritius, the present moment carries particular significance.

Our country has long cultivated a reputation as a principled advocate of international law, multilateral diplomacy and

peaceful dispute resolution. Mauritius played an effective role in the establishment of the Mechanism for the Prevention, Management and Resolution of Conflicts of the then Organisation of African Unity. Situated at the crossroads of the Indian Ocean and maintaining constructive relations with partners across continents, Mauritius is well placed to encourage deeper dialogue among small and medium-sized states of the region.

Whether through regional organisations, maritime cooperation initiatives or diplomatic engagement with partners beyond the region, Mauritius can contribute to building the habit of consultation that allows smaller states to articulate common interests more clearly.

Leadership in this context does not require grand gestures. It begins with the simple but essential task of **convening conversations** that enable countries facing similar vulnerabilities to **think and act together**.

Protecting the Region's Economic Lifelines

For many states across the Indian Ocean, economic stability remains closely tied to the smooth functioning of global commerce.

Island and coastal economies depend heavily on open sea lanes, stable energy supplies and reliable international connectivity. Their prosperity is closely linked to systems that extend far beyond their national borders.

In such circumstances, **collective diplomatic engagement** becomes not merely desirable but essential. Advocating the stability of maritime routes, respect for international law and the peaceful management of disputes serves the shared interests of many states across the region.

Standing Up Without Choosing Sides

Some may argue that smaller states should avoid involvement in great-power disputes altogether.

Yet neutrality does not require silence.

Speaking collectively in defence of international law, stable maritime corridors and peaceful dispute resolution does not constitute taking sides. Rather, it represents the **legitimate defence of national interests** shared by many states.

In an era when **“bully diplomacy”** sometimes appears to shape international behaviour, coordination among smaller states can help restore balance.

Individually their voices may be faint. Together they carry greater weight.

A Moment for Strategic Maturity

The evolving geopolitical landscape therefore presents both a **challenge and an opportunity**.

The **challenge** lies in navigating an international environment in which great-power rivalry once again threatens to dominate global affairs.

The **opportunity** lies in recognising that small states need not remain passive spectators.

For the countries of the Indian Ocean, the choice is becoming increasingly clear: remain spectators of forces that shape our destiny or **work together** to influence the environment in which we must live.

These considerations raise an equally important question for the region — and for Mauritius in particular. If the international system is indeed entering a protracted period of heightened geopolitical competition, how should smaller states position themselves strategically within this evolving landscape?

That question deserves deeper reflection and will be explored further in a subsequent discussion.

For small states, unity is **not** a luxury of diplomacy.

It is increasingly a condition of survival in a turbulent world.

Paul Bérenger: La chronique d'une rupture annoncée

Par A. Bartleby

Le paysage politique mauricien, en ce mois de mars 2026, ressemble à une poudrière dont la mèche ne cesse de raccourcir. Entre psychodrames au sommet de l'État et déchirements publics, l'Alliance du Changement semble avoir atteint son point de rupture. Alors que le pays s'apprête à célébrer son Indépendance, l'ombre d'un séisme politique plane déjà sur l'après-12 mars.

Le «bazar» du Tourisme: L'étincelle de trop

Tout a basculé lors de la conférence de presse du samedi 7 mars. Paul Bérenger, Deputy Prime Minister et leader du MMM, n'a pas mâché ses mots pour qualifier le ministère du Tourisme de «bazar». En exposant publiquement les dessous du Conseil des ministres concernant le licenciement, puis la suspension controversée de José Arunasalom à la tête de la *Tourism Authority*, le DPM a brisé un tabou sacré: celui de la solidarité ministérielle.

Accusant le ministre Richard Duval d'avoir agi de manière arbitraire, Bérenger a ouvert une brèche béante. La riposte de Duval, se disant «emmerdé» par ces ingérences et invoquant des dossiers de harcè-



Que le MMM quitte le gouvernement ou non, la crédibilité de la classe politique traditionnelle s'effrite. Le véritable défi de ce 21e siècle reste entier : sortir de ces psychodrames hebdomadaires pour enfin répondre aux attentes d'une nation en quête de stabilité et d'éthique. P - pmo.govmu.org

lement pour justifier ses décisions, a fini de réduire en miettes l'image d'une équipe soudée. Pour les observateurs avertis, comme Jean-Claude de l'Estrac, le diagnostic est sans appel: la rupture n'est plus une hypothèse, elle est déjà consommée dans les faits.

L'irréconciliabilité des cultures politiques

Ce que nous observons, ce n'est pas une simple querelle bureaucratique, mais

l'illustration d'une faille structurelle. Paul Bérenger semble - une fois de plus - prisonnier de sa propre mythologie: celle du «gardien de la moralité» de l'alliance. En s'extrayant de la responsabilité collective pour préserver sa base, il adopte une posture de «sirdar» sans portefeuille, agissant en censeur permanent du Premier ministre Navin Ramgoolam.

Cette asymétrie du pouvoir est délétère. Le fait que des décisions administra-

tives au sein d'un secteur pilier comme le tourisme soient prises, annulées, puis modifiées au gré des humeurs politiques témoigne d'une gestion à vue qui inquiète les investisseurs et décrédibilise l'autorité de l'État.

Le 12 mars: Un calme avant la tempête?

L'annonce de «révélation» imminentes, programmées juste après les célébrations de l'Indépendance, est perçue par beaucoup comme une manœuvre tactique usée. Si ce délai est officiellement présenté comme une marque de courtoisie diplomatique envers l'invité d'honneur seychellois, ce suspense prolongé s'apparente à une mise en scène calculée.

Il s'agit là de l'art de l'incertitude:

- Soit une menace pour forcer un remaniement en faveur du MMM.
- Soit le «prequel» d'une démission théâtrale pour reprendre le leadership de l'opposition avant que l'usure du pouvoir ne devienne irréversible.

L'imminence d'un tournant

Les dates des 16 et 18 mars constitueront le prochain grand «embranchement» sur la route nationale. Le pays attend de savoir si la «bombe» promise par Bérenger sera un véritable séisme ou, comme le prédit l'observateur Yvan Martial dans le *Défi Quotidien*, une énième «fusette».

Que le MMM quitte le gouvernement ou non, la crédibilité de la classe politique traditionnelle s'effrite. Le véritable défi de ce 21e siècle reste entier: sortir de ces psychodrames hebdomadaires pour enfin répondre aux attentes d'une nation en quête de stabilité et d'éthique.

USS ABRAHAM LINCOLN HIT? IRAN SHARES 'VIDEO PROOF'



Des séquences de jeux vidéo présentées comme des interceptions de missiles aux images générées par l'intelligence artificielle (IA) montrant le naufrage (fictif) de l'USS Abraham Lincoln. P - Times of India

Alors que les frappes cinétiques entre la coalition américano-israélienne et l'Iran embrasent la région, un second front, tout aussi dévastateur, s'est ouvert dans l'espace numérique. Ce que les experts appellent désormais la «guerre des récits» transforme le brouillard de la guerre traditionnelle en un déluge de données synthétiques (*synthetic data*) — ce qui désigne des informations qui ne sont pas collectées à partir d'événements du monde réel, mais qui sont générées artificiellement par des algorithmes ou des modèles informatiques — où la vérité est souvent la première victime, bien avant l'impact des missiles.

L'arsenal de l'illusion: Deepfakes et retouches IA

Depuis le déclenchement des hostilités en mars 2026, les réseaux sociaux sont submergés par une vague de

'Disinformation War' Quand l'IA et la désinformation redéfinissent le conflit au Moyen-Orient

contenus falsifiés d'une sophistication inédite. Des séquences de jeux vidéo présentées comme des interceptions de missiles aux images générées par l'intelligence artificielle (IA) montrant le naufrage (fictif) de l'USS Abraham Lincoln, la désinformation ne cherche plus seulement à tromper, mais à saturer l'écosystème informationnel.

Des organismes de surveillance comme *NewsGuard* ont identifié des tactiques de plus en plus audacieuses. Des comptes pro-iraniens recyclent de vieilles vidéos pour exagérer les dégâts en Israël ou dans le Golfe, tandis que des réseaux pro-américains/israéliens diffusent de fausses informations sur des frappes visant des écoles de filles pour discréditer le régime de Téhéran. «Le but est d'épuiser l'ennemi psychologiquement, d'imposer une réalité alternative avant que les faits ne puissent être vérifiés», explique Moustafa Ayad, de l'*Institute for Strategic Dialogue* (ISD).

Le mirage orbital: La falsification de l'imagerie satellite

L'un des développements les plus inquiétants de ce conflit est l'apparition d'imagerie satellite générée par IA. Le quotidien *Tehran Times* a ainsi diffusé une image «avant/après» montrant une base américaine au Qatar prétendument dévastée. En réalité, il s'agissait d'une mani-

pulation par IA d'une photo Google Earth de 2025 d'une base située à Bahreïn.

Ces faux satellites exploitent la crédibilité naturelle que le public accorde aux vues aériennes. «L'OSINT (intelligence en sources ouvertes) — l'outil qui permet de détecter ces fameux réseaux pro-américains/israéliens et l'usage de données synthétiques) était autrefois la solution pour percer la censure», note l'analyste Tal Hagin. «Aujourd'hui, cet outil est détourné par des agents de désinformation qui créent des preuves visuelles de toutes pièces.» Des indices subtils, comme des voitures garées dans des positions identiques sur des photos censées être prises à des mois d'intervalle, ou des coordonnées géographiques incohérentes (le fameux «hallucinement» de l'IA), trahissent ces faux, mais seulement après avoir été vus par des millions d'utilisateurs.

La réaction des plateformes: Le pivot de X (ex-Twitter)

Face à cette «soupe de guerre» («*slop of war*»), la plateforme X a opéré un virage notable sous la pression des critiques. Le réseau d'Elon Musk a annoncé la suspension pour 90 jours du programme de partage de revenus pour tout créateur publiant des vidéos de conflit générées par IA sans mention explicite.

• Suite en page 6

'Disinformation War'

Quand l'IA et la désinformation redéfinissent le conflit au Moyen-Orient

● Suite de la page 5

«En temps de guerre, l'accès à une information authentique sur le terrain est critique», a déclaré Nikita Bier, responsable produit chez X. Cette mesure vise à freiner la prolifération de contenus sensationnalistes créés uniquement pour générer des clics et des revenus, alors que les technologies actuelles rendent la création de fakes «triviale».

Malgré les efforts de modération, le système de vérification mondial présente des failles béantes. Une étude de *NewsGuard* a révélé que l'outil de recherche inversée par image de Google produisait parfois des résumés générés par IA validant par erreur des visuels mensongers liés au conflit. Ce court-circuit technologique, où une IA de vérification finit par confirmer une IA de désinformation, souligne la fragilité de nos infrastructures de vérité.

Impact réel et sécurité globale

La désinformation n'est pas qu'une bataille d'images; elle a des conséquences tangibles. Le 3 mars 2026, des images d'un terminal civil en feu à l'aéroport de Niamey



Des millions de partages sur les réseaux sociaux d'images générées par l'intelligence artificielle biaisent la réalité, comme l'attaque du porte-avions américain - P - nicematin.com - Photomontage X

au Niger, générées par IA, ont failli déclencher une panique

boursière avant d'être démenties par la société d'imagerie satellite Vantor.

Dans un contexte où les leaders mondiaux sont ciblés — comme l'a montré la confusion entourant le sort de l'Ayatollah Khamenei au début de l'offensive — la capacité à distinguer le vrai du faux devient une question de sécurité nationale. La rapidité et l'échelle de ces représentations synthétiques créent un état de confusion permanente sur le nombre de victimes ou les cibles réelles, rendant la diplomatie de crise presque impossible.

La guerre entre les États-Unis-Israël et l'Iran en 2026 confirme que le champ de bataille moderne est autant psychologique que cinétique. Si l'imagerie satellite haute résolution reste un outil vital pour les décideurs, le grand public est désormais exposé à une manipulation visuelle constante. Comme le souligne Bo Zhao, de l'Université de Washington, «la vigilance et la conscience critique» sont devenues les seules armures efficaces dans un monde où une image ne vaut plus mille mots, mais peut cacher mille mensonges.

Guerre du Futur

De Sindoor à l'Iran: La fin de la guerre de masse et l'avènement du conflit chirurgical

Les historiens militaires retiendront les années 2025 et 2026 comme le moment où le paradigme de la «force cinétique de masse» s'est définitivement effondré. Des sommets de l'Himalaya lors de l'Opération Sindoor aux plaines du Moyen-Orient lors de la guerre Iran contre Israël-USA, la notion même de «ligne de front» est devenue une abstraction. Nous sommes entrés dans l'ère de la paralysie multi-domaine.

Désormais, le succès d'une nation ne se mesure plus à sa capacité à occuper un territoire, mais à la vitesse à laquelle elle peut effondrer et anéantir l'infrastructure numérique et sociale de son adversaire avant même que le premier coup de feu ne soit tiré.

1. La stratégie de la «maison de verre»

Si le conflit iranien nous a appris une chose, c'est que la plus grande force d'une nation moderne — sa connectivité — est aussi sa vulnérabilité la plus critique. C'est la stratégie de la «Maison de Verre»: un État hautement technologique est puissant, mais fragile face aux brisures systémiques.

L'avenir de la guerre privilégie la décapitation infrastructurelle plutôt que la conquête territoriale. Cela passe par:

L'effondrement des réseaux (Grid Collapse): L'usage de «bombes logiques» et d'exploits *zero-day* pour paralyser instantanément la distribution d'eau, de l'électricité et les systèmes bancaires.

Le sabotage logistique: Le piratage des chaînes d'approvisionnement autonomes pour détourner ou bloquer les flux de nourriture et de carburant, affamant les populations et les armées sans combat direct.

2. L'attrition hyper-localisée: Le règne des essaims

Nous assistons à l'obsolescence des plateformes à un milliard de dollars. Les porte-avions et les chars lourds, bien que toujours présents, sont devenus des cibles vulnérables face à des milliers d'unités «jetables».

Le conflit en Iran a confirmé la maturité opérationnelle des essaims de drones (*drone swarms*), marquant un tournant dans la saturation des défenses antiaériennes modernes. Plutôt qu'un pilote unique, un seul opérateur peut aujourd'hui superviser 500 drones autonomes coordonnés par un réseau maillé. Ces essaims saturent les systèmes de défense antiaérienne par le nombre. En parallèle, les munitions rôdeuses («*loitering munitions*»), silencieuses et alimentées par l'énergie solaire, occupent le champ de bataille

de manière permanente, attendant une signature thermique ou acoustique spécifique pour frapper avec une précision chirurgicale.

L'analyse de l'Opération Sindoor, menée par l'Inde en mai 2025, révèle une utilisation massive et stratégique de drones, bien que la notion de «*swarms*» (essaims) doive être nuancée entre la réalité du terrain et les développements actuels de 2026.

3. La guerre cognitive et le front de l'information

L'information n'est plus un soutien à la guerre; elle est l'arme principale. La guerre en Iran a mis en lumière la «diplomatie des Deepfakes» et l'agitation algorithmique.

L'avenir verra la montée des insurrections synthétiques. En utilisant des avatars générés par IA, un agresseur peut inciter à des troubles civils massifs chez son adversaire, forçant le gouvernement à se concentrer sur une menace interne factice pendant qu'une attaque réelle se prépare. Cette fragmentation de la réalité rend le consensus international impossible: si l'opinion publique ne peut s'accorder sur le fait qu'une guerre a commencé, aucune riposte coordonnée n'est possible.

4. L'espace: Le nouveau sommet tactique

Les guerres de demain seront gagnées ou perdues en orbite terrestre basse (LEO). La neutralisation des constellations de satellites GPS et de communication est désormais la priorité initiale.

Véhicules de destruction cinétique: Des satellites «harpons» ou des armes basées sur les débris peuvent rendre l'orbite inutilisable.

Batailles aveugles: Une nation «aveuglée» perd ses yeux (imagerie satellite) et ses oreilles (communications cryptées). Ses armes de précision les plus coûteuses ne sont alors plus que des poids morts technologiques.

5. L'intelligence artificielle: Le cerveau du combat

L'utilisation de l'IA lors de l'Opération Sindoor a marqué un tournant. Le général Rajiv Sahni, celui qui occupait le poste de Directeur Général des Systèmes d'Information (DGIS) durant l'Opération Sindoor, a révélé que l'IA a été utilisée pour la fusion de données multi-sources en temps réel, permettant d'identifier et d'engager des cibles avec un taux de réussite de 94 %.

L'IA ne se contente plus d'aider au ciblage; elle réduit le cycle de décision. Dans un conflit où les missiles hyperso-



HOW INDIA USED AI IN OP SINDOOR

L'analyse de l'Opération Sindoor, menée par l'Inde en mai 2025, révèle que l'IA a été utilisée pour la fusion de données multi-sources en temps réel, permettant d'identifier et d'engager des cibles avec un taux de réussite de 94 %. P - Firstpost

niques et les cyberattaques frappent à la vitesse de la lumière, l'humain devient le maillon lent. La délégation de l'autorité létale à des systèmes autonomes devient, hélas, une nécessité stratégique pour survivre à une première frappe.

6. Des conflits courts, intenses et asymétriques

Le conflit iranien de 2026 a testé les limites des défenses conventionnelles. Utiliser des intercepteurs coûteux contre des drones bon marché est une défaite économique en soi. Les guerres futures seront donc:

Déclenchements soudains sans déclaration: Des engagements de courte durée visant des objectifs politiques précis (comme l'élimination de dirigeants ou la destruction d'un centre de données) avant que la diplomatie ne puisse intervenir.

Hybridées: Mêlant forces spéciales, mercenaires numériques et entreprises privées (à l'instar du rôle de Starlink ou Palantir en Ukraine).

Les leçons de 2025-2026 sont claires: la technologie a démocratisé la destruction. Si les armes évoluent vers une précision et une autonomie accrues, les instruments de paix, eux, semblent stagner. Les Nations Unies se sont révélées impuissantes lorsque leurs propres membres permanents sont les acteurs de ces nouveaux théâtres d'ombres (spectacle des silhouettes qui bougent derrière un écran)...

A. Bartleby



Shyam Bhatia

Dubai's myth of immunity meets the Gulf

Wealth, mobility, and neutrality once cast Dubai as a safe harbour amidst regional storms. That illusion shattered in early March

Explosions echoing across Dubai's skyline last week did more than mark another episode in the widening Gulf confrontation. They struck at what might be called Dubai's carefully cultivated myth of immunity — the idea that the emirate exists slightly outside the geopolitical turbulence of the Middle East.

For decades Dubai sold the global rich a simple proposition: insulation. Palm Jumeirah's waterfront villas and the penthouses of Downtown Dubai were marketed, implicitly and explicitly, as places beyond the region's storms.

Wealth, mobility and political neutrality combined to create the impression that the emirate functioned as a safe harbour even when conflict engulfed the wider region.

That illusion was shaken in early March.

Residents across the city reported being woken by blasts and air-defence interceptions echoing across the skyline. Explosions were heard across Dubai for a second consecutive day as Iran launched retaliatory strikes across the Gulf following US and Israeli attacks. Witnesses reported blasts in both Dubai and Doha while authorities said the sounds were the result of "successful interception operations."

Interception, however, does not mean invisibility.

According to local reports and official statements, debris from intercepted drones fell across parts of Dubai, including residential courtyards. Fires were reported near the Jebel Ali port area after fragments ignited a berth. There were also reports of limited damage near landmarks including Dubai International Airport and the Burj Al Arab. Authorities said several people were injured, though officials stressed the physical impact remained contained.

The Dubai Media Office later confirmed that debris from intercepted drones fell in the courtyards of two homes, injuring residents who received medical treatment. Authorities emphasised that the blasts heard across the emirate were the result of air-defence interceptions.

The material damage was limited. The psychological impact is harder to measure.

Dubai has long functioned as a sanctuary for politically sensitive elites. Former Afghan president Ashraf Ghani relocated to the UAE after the fall of Kabul. Over the past two decades figures such as Thaksin Shinawatra, Nawaz Sharif and Pervez Musharraf have used the Emirates as a political waiting room during periods of exile.

The city has also become home — permanently or semi-permanently — to sanctioned Russian billionaires such as Roman Abramovich and Andrey Melnichenko, as well as technology figures including Pavel Durov. In the entertainment sphere, high-profile residents include Bollywood superstar Shah Rukh Khan, whose Palm Jumeirah villa symbolises the city's deep ties to India's film industry.

For this constellation of former presidents, sanctioned capital and global celebrities, the Gulf conflict is no longer abstract.

The implications extend strongly to India as well. Dubai has long functioned as a financial and residential hub for Indian entrepreneurs, investors and film personalities, while millions of Indian expatriates live and work across the UAE. For many of India's wealthiest business families the emirate has become a second home, a place where capital, proper-



“For years Dubai's appeal to the ultra-wealthy rested on three assumptions: physical security, political neutrality and frictionless financial mobility. Even during earlier regional tensions, the UAE was widely perceived as insulated from direct military confrontation. Now missiles — even intercepted ones — have crossed that boundary...” Pic - CNN

ty and commercial networks are deeply embedded. Any perception that the Gulf's most stable commercial centre is exposed to regional conflict will therefore be watched closely in Mumbai, Delhi and Bangalore.

During the crisis the UK ambassador to the UAE urged British nationals to shelter in place after what he described as a difficult night of missile and drone activity over the Emirates. For a city whose global brand rests on permanent calm, even the phrase “disturbed nights” carries weight.

Dubai International Airport is among the busiest aviation hubs in the world. When terminals are cleared and flights disrupted, the effects ripple across continents. Airspace closures affect routes linking Europe, Asia and Africa. Aviation insurers reassess risk exposure. Even private jet traffic becomes more complicated.

At Jebel Ali port — one of the region's critical logistics arteries — even limited fires carry symbolic significance. The port connects trade routes spanning Asia, Europe and Africa. Images of smoke rising from the harbour area resonate far beyond the UAE.

For global investors watching from London, New York and Singapore, the message was unmistakable. Dubai has spent three decades cultivating a reputation as the Middle East's most reliable commercial hub — a place where shipping routes, financial transfers and luxury lifestyles operate with mechanical predictability.

Even brief disruption challenges that carefully constructed narrative.

Authorities have repeatedly emphasised the effectiveness of air-defence systems and the limited scale of damage. Most incoming drones and missiles were intercepted before reaching their intended targets.

In strategic terms, however, the shift is psychological as much as physical.

For years Dubai's appeal to the ultra-wealthy rested on three assumptions: physical security, political neutrality and frictionless financial mobility.

Even during earlier regional tensions, the UAE was widely perceived as insulated from direct military confrontation.

Now missiles — even intercepted ones — have crossed that boundary.

For sanctioned Russian billionaires who moved assets to Dubai after Western financial restrictions, the emirate offered distance from European regulators and a jurisdiction balancing relations across rival power blocs. If the Gulf becomes an active theatre of confrontation, pressure on financial channels could intensify as international regulators reassess regional risk.

For Iranian-linked commercial networks that have long used Dubai as an offshore trading hub, escalation complicates banking relationships, insurance cover and shipping logistics — all of which depend heavily on perceptions of stability.

Perhaps most significant is the behaviour of the ultra-wealthy themselves. They are uniquely mobile, maintaining residences and financial

structures across multiple jurisdictions. If one hub begins to appear exposed — even symbolically — capital and physical presence can be diversified quickly.

No one is predicting a mass exodus from Palm Jumeirah. Dubai remains enormously wealthy, heavily defended and diplomatically agile. Its leadership has moved quickly to reassure residents and investors.

But something subtle has changed.

When diplomats advise sheltering in place, when residents report nights punctuated by explosions, and when smoke appears near infrastructure once considered untouchable, the mythology of invulnerability weakens.

Luxury real-estate markets run as much on perception as on policy. A waterfront villa in Dubai represents more than property. It symbolises security, continuity and distance from instability.

If that sense of insulation begins to erode — even briefly — global capital will notice.

London, March 10, 2026



“No one is predicting a mass exodus from Palm Jumeirah. Dubai remains enormously wealthy, heavily defended and diplomatically agile. Its leadership has moved quickly to reassure residents and investors. But something subtle has changed. When diplomats advise sheltering in place, when residents report nights punctuated by explosions... the mythology of invulnerability weakens...” Pic - Times Now

Manou Bheenick

“The homo economicus Mauritianus has to morph into a mature and responsible citizen...

balancing rights with the obligations required to thrive in our small, diverse, multi-cultural and multi-religious society”

Former Minister of Finance and veteran technocrat Manou Bheenick reflects, in this incisive interview, on the “spectacular” economic trajectory of Mauritius since 1968. Having operated at the highest echelons of both technical planning and political decision-making, Manou Bheenick provides a searching analysis of the country’s transformation from a vulnerable monocrop economy to a diversified middle-income success. While celebrating a fifty-fold increase in GDP per capita, he offers a blistering critique of the “lost decade” (2015–2024), citing institutional decay and policy blunders as critical setbacks to the nation’s progress.

Speaking on the 58th anniversary of Independence, Manou Bheenick recounts high-stakes historical turning points—from early trade agreements with the EEC to the delicate “technocrat-politician” dance required to secure IMF support. Looking toward the future, he outlines the urgent need for a sustainable welfare state and a workforce ready for the AI revolution. It is a candid, comprehensive assessment of a nation at a crossroads, seeking to reclaim its status as a global development model.



back to the nebulous alternative of association with the departing colonial power, which had the support of a significant part of the population.

We were among the first ex-British colonies to enter into an association with the European Economic Community in 1971 to safeguard our sugar exports when the Lomé Conventions were not even a distant dream.

We were steadfastly non-aligned, maintaining good relations with both the West and the Soviet Bloc, when many new countries chose sides and often paid a heavy economic price.

Both the People’s Republic of China and Taiwan had embassies/missions in our country, which came in handy in the early days of our Export Processing Zone. We traded with apartheid South Africa in products where it was competitive.

We did not forego judicial links with Great Britain and kept the Privy Council as our court of last resort, an anchor that boosted confidence of early investors who were shying away from resource-poor newly independent countries.

In the increasingly tense political conditions of the late 1970s, with continuous strikes and a battered government, with a razor-thin majority and barely surviving, we resisted siren calls pressing for a one-party state, which was the norm in Africa.

Our Special Mobile Force, the closest we have to a standing army, stayed firmly in their barracks when the 1982 election delivered an unprecedented 60-0 all-change verdict in favour of the Opposition, as it has ever since at similar critical turning points in the life of the country.

And there were many of them across the years. Let me just give one more example.

The MMM-PSM 60-0 government foundered on the rocks of the IMF/World Bank Structural Adjustment Programme. Conceived in the dying days of the Labour government, and the subject of political fire from the then Opposition, it would have put the country at grave risk had it been disowned by the new regime.

My friend, the late Madhukarlal Baguant as Financial Secretary, and myself as Director of Planning, found ourselves as the stewards of this programme during the transi-

tion.

We had the arduous task of, on the one hand, quieting the fears of the Washington institutions, and on the other of selling it to Paul Berenger as Deputy Prime Minister and Minister of Finance to secure his endorsement.

I salute the statesman-like stand of the young Berenger who chose country over party-political interest. He grasped this hot potato and paid a heavy price for it with the break-up of the alliance.

Kailash Ruhee, outgoing Minister of Economic Planning and Development, took us to La Caverne on the day he left office to present us to the Prime Minister at his private residence, telling him it was important for him to hear us out regarding some critical commitments which conditioned our continued financial survival in the next few months.

We were ushered in and provided a succinct picture to a tense SAJ. We were unprepared for the outburst:

“Mo p...r ar IMF ek World Bank ! Mo pa pou donne sa pays-là à Bérenger lor ene plateau !”

(“I don’t give a damn about the IMF and the World Bank! I am not going to hand this country over to Bérenger on a silver platter!”)

Such were the circumstances under which we had to struggle to save the programme and save the country’s reputation as a reliable and trustworthy partner.

SAJ recovered from the breakup and, at this critical juncture, benefited from the helping hand stretched out by the Labour Party. He ended up supporting the programme, its sequel, and their follow-up via several sectoral adjustment loans, in industry and agriculture.

« Our early post-independence economic history has served as a model for many countries in our region, including quite large ones, such as Namibia, Botswana, Rwanda and others. The trouble is that many of those who chose to emulate us are now getting far ahead of us because we lost our way during our lost decade...»

I shudder to think about the likely consequences had we failed to persuade our new policymakers in the government to stay the course. Tearing up the programme and turning our back on the IMF/World Bank would have been a self-inflicted shot in the foot, or worse.

*** Mauritius went on to become—and has indeed often been cited as—a development success story among small island states. However, is the economic model that served the country so well in the past still adequate for the challenges of the 21st century?**

We are a recognized success story, and not just among small island-states. Our early post-independence economic history has served as a model for many countries in our region, including quite large ones, such as Namibia, Botswana, Rwanda and others. The trouble is that many of those who chose to emulate us are now getting far ahead of us because we lost our way during our lost decade.

The model which we followed was tailor-made for our specific circumstances, characterized by large sugar production, rising population, growing unemployment, skills shortage, limited infrastructure and so forth. The original model was outgrown rapidly.

☞ Cont. on page 9

Mauritius Times: As someone who has served both as Director of Economic Planning and later as Minister of Finance, how do you assess Mauritius’s economic journey since Independence in 1968?

Manou Bheenick: Nothing short of spectacular! Our GDP exploded from a paltry level of around MUR 1 billion in a monocrop economy in 1967 to an estimated MUR 743 billion in 2025, produced by a well-diversified one. In per capita terms, it rose fifty-fold over the same period, rising from USD 250 to USD 12,500. I am not given to hyperbole but that is spectacular, wouldn’t you say?

Especially if you care to place it in the context of the initial political and socio-economic conditions prevailing in the run-up to the emergence of our country as an independent nation in 1968.

And provided you also take the trouble to gloss over the lost decade of 2015-2024 — when the country slipped into the kind of near-chaos, policy incompetence, strategy blunders, institutional decay, spreading fraud, sprawling corruption, drug proliferation, rising crime including political murders, public procurement boondoggles, yawning public deficits, rising indebtedness, and mendacity about the state of affairs in a manner that was reminiscent of the worst developing countries in their earliest years.

*** Were there critical turning points where the country could easily have taken a different path?**

Of course! December 2014 was one of them when we elected to rush headlong in the wrong direction. But there were many such forks in the long road that has brought us to where we are today. We opted for more prudent avenues more often than not.

To begin with, we opted for independence, turning our

'A model citizen does not abandon newborn babies; beat up the class teacher; mug bus conductors, impregnate underage girls...'

☞ Cont. from page 8

We tweaked our underlying model as we've progressed, changing our policy environment to adapt to changing circumstances and to changing market conditions, as we moved from import-substitution to export-oriented manufacturing, and from a goods focus to services, and from export of surplus manpower to labour imports.

We have a dynamic economy, in fairly good shape, and it should purr along quite nicely, if there is no rollback on free trade and global market access, and no heightened geopolitical risk resulting, for example, from our ownership of the military base of Diego Garcia.

Obviously, we have to keep adapting to face whatever other challenges this century will throw up, beyond the known ones which are already exercising our minds. We are a resource-poor country, notwithstanding our vast Exclusive Economic Zone, and we have no viable alternative but to earn our way in the increasingly competitive world to be able to foot the bill for our food, fuel, pharma, and other imports. No one owes us a living, remember!

*** However, while Mauritius has achieved significant economic growth, concerns about inequality and social mobility have increased. How do you see this evolution?**

Our economic growth record is nothing to be ashamed of, if we overlook the last decade. Social mobility has been quietly growing, if we bother to look. But we could certainly have done better in combating growing inequality, or its perception.

The Gini coefficient moved in the direction of greater equality between, say, 1995/96 to 2001/02 from 0.39 to 0.37. Equality had taken a turn for the worse by 2012 when the coefficient stood at 0.41, deteriorating further to 0.45 in 2017. By 2023, it had reverted to the same level of 0.39 as in 1995.

There are a couple of extraneous factors that must be reckoned with here. First, the policy of encouraging rich expats to establish residence here in top-notch ultra-modern villas in gated developments, has increased the perceived gap with the poorer segments of the population, more than interaction with rich vacationing tourists ever did.

The reality is that the State has ongoing programmes for providing affordable housing or financing housing construction to the weaker sections of the population, beyond the reach of normal mortgage financing. And the State provides an extensive range of welfare support as well as free, non-contributory, pensions to the old. Drug addiction could, however, be accentuating inequality.

The public treasury bears the cost of free health services and free education to all up to University level, which is tax funded. But equality of access does not add up to equality of outcomes. Much remains to be done to ensure better value for the tax rupee and better prospects for the beneficiaries.

*** Regarding better prospects: what policy priorities would help restore the younger generation's confidence in their economic future?**

☞ From only a handful at independence, institutions have proliferated over the years into a dense thicket of acronyms which may benefit from repurposing and streamlining to make them more efficient. A review is long overdue. Institutional reform to review their mandates, specify their deliverables, and give them key performance indicators, will smoothen the path of development...»

Restoring confidence among younger generations requires a policy agenda that not only widens economic opportunities but also empowers young people to think independently and navigate an increasingly complex information environment.

In an age where social media "influencers" often shape perceptions of success, wealth, and opportunity, young people need stronger critical thinking, digital literacy, and financial literacy skills.

Policies should therefore focus on reforming education to emphasise analytical thinking, creativity, problem solving, and media literacy, not just rote learning.

I also believe that we need to integrate financial education from an early age so that the youth understand savings, debt, investments, and long-term planning. This should go along with digital literacy programmes that help young people recognise misinformation, resist harmful social pressure from online personalities, and develop independent judgement.

This shift would encourage a generation capable of forming its own opinions, rather than being passively shaped by the volatile, sometimes misleading, online world.

Younger generations often express anxiety about job stability, housing affordability, and economic volatility.

Policies should therefore aim to increase security, both financial and social, beyond what is currently offered by:

- strengthening job prospects through support for emerging industries,
- improving vocational training, and incentives for companies to hire and upskill young talent,
- adopting housing policies to make home ownership or affordable rentals realistically attainable,
- enhancing social protections, such as stronger unemployment support and mental-health support services,
- creating safer public spaces,
- nurturing and developing entrepreneurial skills, and
- creating an ecosystem that encourages and supports start-ups with young promoters.

Rapid progress in these directions is essential for the youth to plan their lives with confidence.

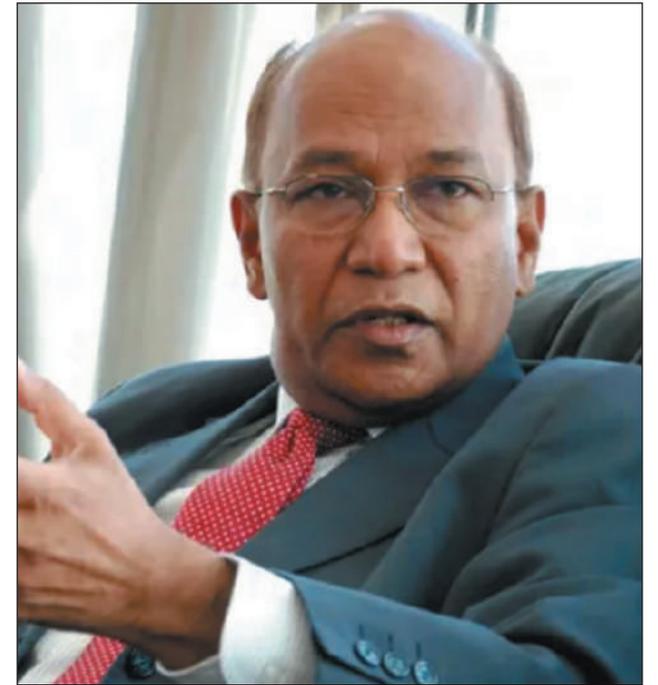
Young people want to believe that the system works for them, not against them. Policies should prioritise upward mobility, more open recruitment and greater transparency in public decision-making, to rebuild trust in institutions and give youth confidence that their interests are being considered.

Sustainability-focused economic reforms, particularly in the green and digital sectors, which represent long term job growth and stability, should be a strong area of focus. More active youth participation in policy consultation will help to shape public decisions to reflect their concerns and aspirations.

*** On the other hand, Mauritius has always been highly exposed to global economic shifts. How prepared is the country today for shocks such as global recession, climate risks, or geopolitical tensions?**

As a small open island- economy, we have long been used to the ups and downs of the colonial, and subsequently, the international trade and exchange system. As for climate, it has always been part of the equation for the sugar grower that we were.

We are used to climate challenges such as occasional droughts or the seasonal cyclonic disturbances. But the climate risks which have now emerged on the global agenda are naturally sources of concern to us. Coastal erosion, glob-



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al warming, marine pollution, sea-level rise are all problems of a different order which challenge all of us. Mauritius is a good global citizen on this score, and we support fully global actions designed to mitigate climate risks, especially in our part of the world.

We have taken economic shocks like the Global Financial Crisis of 2008 in our stride. I believe that we still have a resilient global economic framework to minimise the risks of any global recession and to attenuate its impact. It all boils down to the quality of our own economic policy response and prudential management. We used to have them in spades, but we seem to have buried them under the Covid-generated Scamsters Incorporated brand of management.

*** The government has signalled that major institutional reforms, including possible changes to the electoral system, may soon be examined. From an economic governance perspective, how important are institutional reforms for long-term development?**

There is a growing consensus in the country that our electoral system, and some clauses in our Constitution that provide for it, have done their time and are crying out for reform. Indeed, the electoral platform of the current government flagged it as a focus of their program.

As most people now know, this is an entrenched part of our Constitution, which requires a three-quarters majority of all Assembly members voting to effect any change. The people chose to vote in an overwhelming majority. Government must get on with the job. Consultations are now ongoing to find common ground on the scope and reach of the proposed reform. We can expect matters to move fairly rapidly on this front.

A sound institutional underpinning is a must for (1) effective delivery, regulation, and supervision of a range of services, and (2) for carrying out specific functions entrusted to it, by the State.

☞ Cont. on page 10



'Countries like Botswana and Rwanda, which once emulated the Mauritian model, are now surpassing us while we struggle to recover from a decade of policy failure'

☞ **Cont. from page 9**

There are often good reasons why the State chooses to provide these services at arm's length, instead of keeping them directly under ministerial or departmental control.

From only a handful at independence, institutions have proliferated over the years into a dense thicket of acronyms which may benefit from repurposing and streamlining to make them more efficient. A review is long overdue. Institutional reform to review their mandates, specify their deliverables, and give them key performance indicators, will smoothen the path of development. The review should also examine the root causes of their political capture and deliquescence under the previous regime.

*** Which fields of innovation will be most critical to the future of the Mauritian economy? Can the country realistically position itself in areas such as digital services, AI, ocean economy, or green finance?**

The big bugbear of industrial policy was governments and policy-makers picking winners. Spectacular failures like British Leyland in England and De Lorean in Northern Ireland are held out as object lessons. But that may now be old hat.

The emergence of China as the Workshop of the World shows that government can get it right after all — if all other conditions required for success are met.

A country in our situation has difficulty in providing these other essential requirements to breed winners in the competition for industrial and technological products for tomorrow's markets.

We must proceed with caution, or we may end up dilapidating public funds, as the last regime did in chasing its Hollywood dream: It ended up producing Serenitygate.

By and large, Government should provide not just the appropriate policy environment but also the ecosystem required to support private



☞ **We have a dynamic economy, in fairly good shape, and it should purr along quite nicely, if there is no rollback on free trade and global market access, and no heightened geopolitical risk resulting, for example, from our ownership of the military base of Diego Garcia. Obviously, we have to keep adapting to face whatever other challenges this century will throw up...»**

ventures in new innovative directions. If targeting means excluding other sectors from consideration, then we should not be doing any targeting. We should be open to all areas of activity where there is investor interest and for which we can put in place the conditions for efficient operation.

We are already involved in one way or another in most of the areas you mention. AI is in its early days. AI-led software applications are already there. Digital services are proliferating.

The ocean economy is a vast subject, and we should be open to realistic commercial proposals to harness its untapped potential. We do not have the resources to undertake pilot-scale research or envisage pump-priming investments ourselves.

Green finance is making headway. SBM Bank, which I chair, has established a Line of Credit with the "Agence Francaise du Développement" to support green investments

in the country.

Geopolitical risks are something of a new priority agenda item for us who long supported non-alignment and a nuclear-free Indian Ocean. As the owners of an important military base, we can expect to be dragged into this debate, and we had better get prepared.

*** Fifty-eight years after Independence, what would you identify as the three most urgent economic challenges facing Mauritius today?**

For me, the number one challenge today is to make our welfare state sustainable. Our range of social support schemes, provision of free health and education services, our universal non-contributory pensions, and all other publicly funded welfare expenditure add up to a hefty 50% of fiscal expenditure. They gobble up to around 70 % of our tax revenue.

To continue on this path, the easy route of increasing taxation is not open to us. At around 25% of GDP, we already take a bigger bite out of our citizen's revenues than our peer group. Allowing the tax bite or the fiscal deficit to climb still higher, and stay there, would be suicidal.

My number two challenge is the Mauritian citizen, the individual, the *homo economicus Mauritianus* in whose name elected officials frame policies and run the affairs of the country.

He has to morph into a mature and responsible citizen, conscious of his rights and obligations to adjust and adapt to life in a small, multi-cultural, multi-religious, polyglot country which has the potential to emerge as a peaceful haven of coexistence in this troubled world.

A model citizen does not abandon newborn babies, beat up the class teacher, mug bus conductors, drop out of school with minimal qualifications, impregnate underage girls, drive under the influence, generate ear-splitting electronic noise, assault police, attack his neighbour because of his faith, murder his elders for their pension money, damage public property, rape, rob, or steal — all of which are, alas, so common that they are treated as *faits divers* nowadays. Quite some morphing required there!

In that polity, my model Mauritian citizen would optimize his and his family's benefits from free education and health to fend for himself in the world of work and assume responsibility for himself, reducing dependence on the State and freeing public monies to care for the poor and the needy. The enlightened State, for its part, would guarantee him a lower tax burden, and greater personal security.

Challenge number three is the Artificial Intelligence Opportunity that beckons. Its implications and repercussions are unfurling before our very eyes. The train is leaving the platform for an eventful journey. At the Delhi AI Summit last month, Prime Minister Navin Ramgoolam announced that Mauritius is jumping on board.

Let us go on our AI journey with as clear a perception as possible about its early benefits for the way we work and live and earn our living. We must stand ready to re-engineer and reform all around us to harness the benefits of AI for our country and our people. A successful AI policy is the biggest challenge of our times.

*** This brings us to the intersection of economic expertise and political leadership. Having served both as a technocrat and a political decision-maker, what insights have you gained regarding the dynamic between these two disciplines?**

A pure technocrat, with no feel for the political dynamics of an electoral alliance, is cannon fodder. That's **Lesson Number One.**

Lesson number two is to ensure that there is more economic expertise on the team, to begin with, and that the

experts are (1) mostly looking in the same direction, (2) helping you to persuade the rest of the team of the merits of your proposals, and (3) not eyeing your seat while doing their best to have you ejected.

Lesson number 3 is to reassure yourself that the political leadership has the



☞ **We need to integrate financial education from an early age so that the youth understand savings, debt, investments, and long-term planning. This should go along with digital literacy programmes that help young people recognise misinformation, resist harmful social pressure from online personalities, and develop independent judgement. This shift would encourage a generation capable of forming its own opinions...»**

risk appetite to weather the downward part of the **U** curve which economic, and particularly tax, reforms usually follow before bottoming out and delivering on the expected results.

These are three lessons which I have learnt the hard way... but I am still learning. As Central Bank Governor, these lessons helped me to sail very close to the political wind, turning my back to incessant calls for depreciation and repo rate decreases, espousing politically unpopular policies, but delivering on my mandate of price and currency stability.

*** Looking ahead to Mauritius at 75 years of Independence, what kind of country would you hope to see?**

Our 75th is only 17 years away. Which means that most of the underlying fundamentals are quite likely to still be there, barring the full effects of the changes already under way and those waiting to be initiated by our *gouvernement du changement* which, remember, has been in office for only 17 months now. Give it a fighting chance to put its teething troubles behind it!

We should add to that the eventual full impact of digital transformation running its course, the AI revolution now just getting under way, and the repercussions of other disruptive technologies that may go mainstream and affect an open economy, which I very much hope our country will remain.

We would probably have been transformed from a SIS —or Small Island —State — to a LOS, or Large Ocean-State, with a couple of islands attached.

We would also have moved to a cashless society, with the Central Bank Digital Currency replacing currency notes.

I am sure we'll overcome the drug scourge, repair our stressed social fabric, regain our self-confidence as a country, rebuild our network of friendly diplomatic relations with regional and continental neighbours, and emerge once again as a haven of multicultural peace and social harmony.

We'll be speaking our multiplicity of languages, practising a multiplicity of faiths, and getting on with the business of life in the quiet and determined way worthy of a top middle-income economy that we will surely be.

And, above all, we shall be a good global citizen, doing our fair share to save our planet and join in a common effort to rescue the free and open trade system and multilateral institutions as the world transitions from the Second World War relic of a global hegemon to a new dispensation founded on multipolarity.



Sada Reddi

Mauritius 1968-2026

A Vibrant Democracy, Alive and Kicking: The Story of Our Resilience

In plural societies, democracy and development are mutually reinforcing. In Mauritius, this synergy — and our overall resilience — has been driven primarily by enlightened political leadership

In 1968 we voted for freedom and liberty and in 2025 we again voted to regain our freedom, which had been undermined in the preceding decade. This is to suggest that democratic resilience has always been a continuous struggle for our people to withstand threats to their liberty.

Today we are proud that our country is defined as one of the very few democratic countries in Africa. However, there have always been periods of doubt when we began to think whether we would be able to withstand the threats thrown in our way. A V-Dem survey in 2018 found that we were among countries with totalitarian tendencies. An AfroBarometer survey in 2021 revealed only 59% of the population described the country 'as a full democracy' or 'a democracy with minor problems'. These different views at different periods of time suggest that our democratic path has not been as smooth as expected.

Despite these reservations, the country can be termed democratic with regular democratic elections, smooth transfer of power after election results, the rule of law, separation of powers, independent public and legal commissions, an independent judiciary and a Bill of Fundamental Human Rights enforceable in a court of law; we can even have recourse to the Privy Council.

One must also acknowledge that, over the past decades, our democratic aspirations have at times been frustrated by a number of obstacles. The postponement of elections to 1976, the imposition of emergency laws, and the repressive actions that followed — though constitutionally defensible, whether justifiable or not in order to save a post-colonial liberal state — were a blot on our democratic system. Barring these controversial years, and the no less controversial attempts between 2014 and 2024 to entrench a more authoritarian form of rule, Mauritius has nevertheless endured as a liberal democratic regime.

The success of Mauritius must be largely attributed to leaders who effectively adapted the Westminster model to our local context. These leaders were like-minded individuals nurtured in Western political traditions and practices through a period of political apprenticeship spanning nearly a hundred years. A sophisticated political culture developed, rooted in municipal politics beginning in 1851, the constitutional framework existing since 1885 with the creation of semi-elected assemblies, the post-war liberalisation of the political system under the 1945 Constitution, and the advent of demo-



“Mauritian representatives at Lancaster House in September 1965, responding to the democratic aspirations expressed by the people in various submissions from August to September of that year, carefully adapted the Westminster template. They scrutinized the constitutional framework clause by clause and reached a consensus on the framework, with the notable exception of the electoral system. While many British colonies also adapted the Westminster model, its implementation in Mauritius has been largely successful due to our leaders’ commitment to liberal democratic values...”

cratic politics with universal suffrage in 1958, leading up to independence in 1968.

Democratic values

Over the years, Mauritians have assimilated democratic values not only through democratically elected legislative councils but also within numerous social, civic, religious, and trade union organisations framed along democratic lines — regardless of whether they were registered with the Registrar of Associations. It is also worth recalling that the Mauritian representatives at Lancaster House in September 1965, responding to the democratic aspirations expressed by the people in various submissions from August to September of that year, carefully adapted the Westminster template. They scrutinized the constitutional framework clause by clause and reached a consensus on the framework, with the notable exception of the electoral system.

While many British colonies also adapted the Westminster model, its implementation in Mauritius has been largely successful due to our leaders’ commitment to liberal democratic values. Since independence, the judiciary has remained independent and the separation of powers has been largely observed. The parliamentary system has followed established rules, though not

necessarily British conventions. Furthermore, various commissions have functioned independently because civil servants and the political, economic, and administrative elites generally adhered to the liberal values enshrined in the Constitution.

The Erosion of Democratic Integrity

It is not to say that all members of the elite have adhered strictly to the letter and spirit of the Constitution; indeed, various amendments have often undermined these core values. One such amendment granted the Executive the power to dismiss top civil servants in the “public interest.” In many cases, however, the true motive was simply to make space for political supporters. This shift has reduced many senior civil servants to pliant officers, often implementing the whims and caprices of politicians.

Consequently, some officers became political cronies, facilitating corrupt practices that became widespread between 2014 and 2024. Corrupt practices have always existed in Mauritius. It is well known that in the 1970s, ministers and MLAs were condemned for corrupt practices. However, the mechanisms meant to combat it have often been weakened. The Economic Crime Office was disbanded to provide political pro-

tection, and the ICAC, established to fight corruption, has been a lamentable failure.

In recent years, corruption has been practised on an unprecedented scale, with many court cases effectively swept under the carpet. While some ministers were forced to resign, others were not, and several cases never even reached the courtroom. Significant scandals, such as “St. Louis Gate” scandal, have seemingly faded from public discourse.

In many of these instances, members of the elite — caught in the whim of circumstance — proved unable to face temptation with moral courage or resistance. Instead, they yielded to the lure of “seductive lucre,” hoarding ill-gotten gains in foreign bank accounts or through property investments abroad.

The Power of Active Citizenship and Resilience

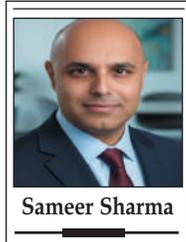
On the opposite side, lest we think that a democratic society hinges simply on the practices of the elite, our democracy has survived because of an active citizenship. This has expressed itself unambiguously not only at the ballot box but in the daily commitment of citizens to protect and defend their freedoms and values. Organisations of every hue — religious or secular — and numerous individuals have fought valiantly before and after independence to preserve democracy against all odds.

Group and mass protest marches, trade union strikes, party protests, the press, hunger strikes, court cases, social media, and even periods of unrest have all been employed consistently over the years. Without an active citizenship empowered by free education, our democratic system would not be as resilient as it is today — a vibrant democracy, well alive and kicking.

One can legitimately ask: would our democracy have survived without economic development, a welfare state, and a policy of multiculturalism? History shows that democracy has survived periods of low economic development in countries like Britain or France. However, in plural societies, one may argue that economic and social development help to sustain democracy, just as democracy helps to consolidate development. In the case of Mauritius, a mix of factors has shaped our resilience, perhaps the most important being enlightened political leadership.

Of course, not everything is perfect. As Churchill once said, democracy is not a perfect system of government, but it is the least flawed. The need for improving our democracy is a continuous exercise. We have learned over the last decade that democracy does not follow a path of linear progress. Our country is like a rowing boat; it requires constant effort to avoid stagnation and a slide backward in the economic, social, or political fields.

We have learned this lesson well in recent years. The pent-up resentment toward “unfreedom” finally burst forth in the 2025 general elections, allowing us to recover our democracy along with our liberty and freedom.



Sameer Sharma

The Mirage of Independence: Breaking the Shackles of the Neocolonial State

Breaking the 'shackles of the past' is not destruction but creation: a Mauritius where a young entrepreneur in Rose-Hill has the same chance as a Moka scion, and state institutions are run by the competent, not the connected

As we mark the 58th anniversary of our independence today, March 12th, 2026, the air in Port Louis is thick with the usual celebratory platitudes. We will hear of the "Mauritian Miracle," the "Tiger of the Indian Ocean," and the resilience of our people. Yet, while the current dispensation may concede that the economic landscape is fraught with difficulty, they offer no tangible path forward — providing only a passive admission that lacks a genuine blueprint for reform. For those of us who look past the bunting and the parades, a far grimmer reality is setting in. The tiger is not roaring; it is pacing in a cage of its own making.

Mauritius is currently at a critical juncture. For decades, we have relied on a model that was, for its time, ingenious. We moved from monocrop dependency to textile, tourism, and services. Yet, the engine that drove that growth has become clogged with the soot of patronage, the rust of inefficiency, and the heavy chains of a neocolonial economic structure that we never truly dismantled. To avoid continued economic stagnation, we must break with the "shackles of the past" and the current state's obsession with preserving a rigged status quo.

The Multipolar Storm and the Ill-Equipped Island

The world of 2026 is fundamentally different from the one that birthed our young republic. We are witnessing a transition from a unipolar world to a messy, fragmented, and multipolar reality. Historically, these transitions are never peaceful and never easy. For a small island state that will also be impacted by climate change, they require extreme agility, deep fiscal buffers, and a highly skilled workforce.

Mauritius, unfortunately, is entering this storm ill-equipped. Our fiscal position is weak, having been hollowed out by years of populist spending and unsustainable bailouts. Our external buffers are thin, and we are bleeding our most precious resource: talent. The "brain drain" is no longer a trickle; it is a flood. Our youth, seeing a landscape where "who you know" matters more than "what you know," are voting with their feet.

Furthermore, while the world races toward an AI-driven industrial revolution, Mauritius remains stuck in a digital middle-age. Our infrastructure is lagging, our energy grid is unreliable, and our education system is still churning out workers for an economy



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that ceased to exist a decade ago. We are not just failing to lead; we are failing to participate.

The Neocolonial Conglomerate Trap

The central thesis of our stagnation is this: Mauritius is not a truly efficient capitalist society. Instead, we suffer from a neocolonial setup where large swaths of the economy are controlled by a handful of historical conglomerates and their pawns who always seem to get a key economic policy making position or two. Over the decades, an unwritten "social contract" has emerged between the political elite and these private sector players. The politicians get campaign funding and a powerful lobby; the conglomerates get protection from competition. The result is a hybrid monster of private sector oligopolies and inefficient State-Owned Enterprises (SOEs).

This "agreement" has systematically stifled innovation. According to various World Bank reports on the Mauritian competitive landscape, the dominance of these conglomerates creates significant barriers to entry for newcomers. Various import related sub sectors are quasi monopolistic. Many of these importers do not even have fran-

chises. The protection happens locally. For a country that is undergoing a purchasing power crisis, this is a self-inflicting wound. Vertical integration of conglomerates and continued mergers have seldom been challenged in Mauritius.

The World Bank has repeatedly noted that the lack of a level playing field, particularly in sectors like logistics, energy, and retail, prevents the "creative destruction" necessary for a vibrant economy. Innovation is not a priority when you own the market; rent-seeking is.

The Rigged Landscape: SMEs and State Capture

In this environment, Small and Medium Enterprises (SMEs) are destined to remain small and medium. The playing field is not just tilted; it is vertical. Access to financing is unequal, with the traditional banking sector often acting as a gatekeeper for the established elite. Operating licenses and regulations are frequently drafted in a way that favours the "incumbent" — a classic case of regulatory capture.

This concentration of political and economic power has predictably led to an erosion of institutional integrity. If we look at recent trends in the Transparency

International Corruption Perceptions Index, Mauritius has seen a worrying decline. In 2025, our score dipped to 48, reflecting a growing public perception that the state exists to serve the few rather than the many. Scandals involving procurement and political nominees have become the "new normal."

The SOE Rot: From the Port to the Bank

The inefficiency of our state majority-owned enterprises is a drag on our collective productivity. Look at the Port Louis Harbour. Once a hub of the region, it has consistently plummeted in global rankings. In the latest World Bank Container Port Performance Index, our port was ranked among the lowest globally (near the bottom 10%), plagued by aging infrastructure and political interference in management.

Then, consider the State Bank of Mauritius (SBM). This is a company that was set up to ensure that there were more competition and access to financing but its state-owned nature turned it into an unimpressive monster. Over the past decade, particularly during the mandate of the previous government, its profit trends show a disturbing volatility, coupled with a surge in Non-Performing Loans (NPLs). This is the direct result of "political patronage" dominating over merit. When boards are filled with nominees and politically appointed executives based on loyalty rather than competency, the balance sheet eventually pays the price.

The same story repeats across the Central Water Authority (CWA) and the Central Electricity Board (CEB) — institutions that should be engines of growth but have become black holes for taxpayer money. It is unclear why the state needs to run so many companies or banks. They all share one thing in common, their financial performance is terrible. The state management of the National Pension Fund is also a ticking time bomb with an asset liability gap that has yet to be disclosed to the public. Wherever there is a politician in Mauritius especially when it comes to pension funds or corporations, it is always destined to be a failure. The facts have sadly not been on the side of continued state ownership of anything.

The Great Wealth Transfer: The MIC and the Rigged Bailouts

This is not to say that the local private sector is efficient, but this is because it has evolved to become rent seeking. The most egregious evidence of the private sector's "state capture" is the Mauritius Investment Corporation (MIC). Born during the pandemic, the MIC has overseen one of the largest wealth transfers in our history.



The Mirage of Independence: Breaking the Shackles of the Neocolonial State

☞ **Cont. from page 12**

While other nations, like the US or Germany, provided bailouts that secured significant “upside” for the taxpayer (through warrants or equity with high coupons), the Mauritian model was essentially a gift to the conglomerates. There is no comparison with what the rest of the developed and emerging world did vs what Mauritius did.

We saw badly structured convertible bonds which were not even convertible with laughably low coupon rates. We saw the state buying land from private players at huge premiums. By cannibalizing the Bank of Mauritius (BoM) balance sheet to fund these bailouts, the state effectively pushed the currency lower, making those same large exporters and banks richer. In essence, we offered large players cheap bailouts by printing money which perversely allowed them to pay for it on the cheap all while the average Mauritian were seeing their purchasing power evaporate.

This wasn't just bad economics; it was a systemic rigging of the game. Today, the BoM sits on a pile of overvalued, illiquid assets, yet it resists a proper, independent forensic audit. Why? Because the system is owned by the very people the audit would expose. The government may have changed but nothing else has changed. Powerful lobby groups and their men still seem to call the shots. The biggest scandal in the country's history is barely talked about anymore.

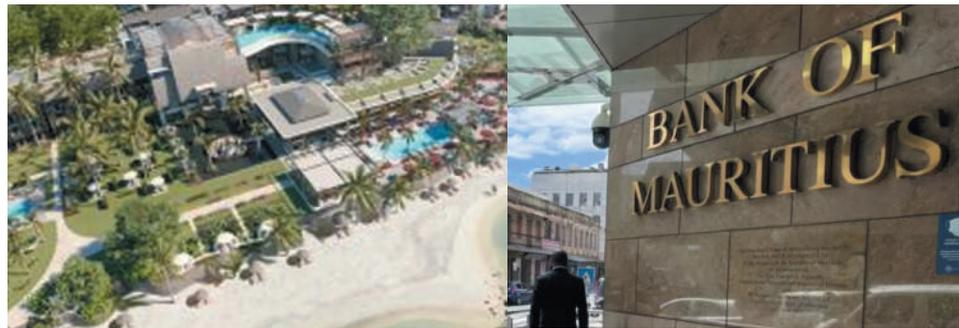
The Divergence: Corporate Profit vs. National Growth

To understand the scale of this “capture,” we must look at the numbers. The latest



“Singapore thrived because it actively sought out its best talent, wherever they were. Mauritius must do the same. Our current Sovereign AI Strategy, for instance, is a paper tiger. We lack the energy to power it, the right financial model, people with any experience in building modern Gen AI infrastructure and the ecosystem to sustain it and make it profitable.

We need to reach out to the experts in our diaspora who have demonstrable experience in these fields and have the humility to listen to those who have been there and done that...”



“The most egregious evidence of the private sector's “state capture” is the Mauritius Investment Corporation (MIC). Born during the pandemic, the MIC has overseen one of the largest wealth transfers in our history. While other nations, like the US or Germany, provided bailouts that secured significant “upside” for the taxpayer (through warrants or equity with high coupons), the Mauritian model was essentially a gift to the conglomerates. There is no comparison with what the rest of the developed and emerging world did vs what Mauritius did...”

data for 2025 is jarring. If you look at the nominal GDP of Mauritius — the total value of everything we produce — it has grown by about 50% since the pre-pandemic benchmark of 2019. This growth includes the impact of inflation and the rupee's depreciation. However, during that same window, the aggregate net profit of the ten largest listed groups (MCB, SBM, IBL, CIEL, ENL, etc.) has exploded from MUR \$14.3\$ Billion to over MUR \$38 Billion.

That is a 166% increase in pure profit. When corporate profits grow more than three times faster than the underlying economy, it suggests that wealth is not merely being “created”; it is being consolidated. We have essentially privatized gains while socializing losses. Very often, business lobby groups will push back on higher targeted taxes such as windfall profit taxes by claiming that this will reduce private sector investment. The reality is that this is a concentrated private sector and most of their new productive investments are focused abroad. Locally they mainly build smart cities and shopping malls which kill small and medium enterprises.

The current political class seems to think they are CEOs, despite having no clue how to run a business. The merger of Air Mauritius and the airport into a single holding funded by the MIC is a case study in incompetence. Rather than ring-fencing a struggling airline, they “cannibalized” a profitable airport to “mask” the losses of another state owned and insolvent company.

The pattern is clear: nominees with zero management experience are placed in key roles, leading to a

culture of mediocrity and decay. Currently, the government appoints officials without transparent due diligence or professional interviews. In the case of financial institutions, this selection process should be outsourced to international professionals to ensure we get the ‘best of the best,’ not merely the ‘most loyal of the loyal.’

The Path Forward: A Radical Departure

If Mauritius is to survive the next decade without sliding into terminal decline, we need a paradigm shift. We cannot grow faster without more free-market competition and significantly less state-biased intervention.

● **Power Decentralization and Election Reform:** We must break the financial link between companies and political parties. Mauritius needs strict election financing reforms. We should follow global best practices, such as those in Northern Europe, where political funding is transparent and capped. Companies should not be funding parties to buy “state capture.”

● **Judicial Reform:** “Justice delayed is justice denied.” Our judicial system is too slow and has the appearance of being two-tiered. We need more funding for the judiciary, better case management, and a culture of accountability for delays.

● **The Land Value Tax (LVT):** Our current property tax system is inefficient. We need a Land Value Tax. Unlike a property tax, LVT taxes the value of the land itself, encouraging development and discouraging land hoarding and speculation — both of which are rampant in Mauritius. To ensure food security, agricultural land under productive cultivation should remain LVT-free, incentivizing investment in actual farming rather than villa sales.

● **Autonomy for Local Councils:**

Municipalities and Village Councils should have the autonomy to set and earn LVT revenues. This decentralization would allow towns to manage their own budgets and stimulate local SMEs through transparent procurement, rather than relying on a centralized, politicized federal power.

● **Merit-Based Compensation:** We need to stop paying for “presence” and start paying for “performance.” Senior state officials, ministers, and institutional nominees should have a significant portion of their compensation linked to clear KPIs, with robust “clawback” provisions for mismanagement or failure to meet targets.

● **Free Market Reforms:** To move beyond celebratory platitudes, Mauritius must embrace radical decentralization. This requires decisive competition reforms: breaking up conglomerates that dominate entire value chains where national interest is at stake, and redirecting FDI away from ‘concrete and villas’ toward productive infrastructure, such as independent power generation, without reliance on costly local intermediaries. Crucially, we must implement a gradual privatization program where the state transitions to a minority shareholder (25-30%) by listing utility, financial and infrastructure entities on the SEM. This replaces political patronage with public oversight and invites the fresh air of genuine market competition to finally roar.

● **Leveraging the Diaspora:** Singapore thrived because it actively sought out its best talent, wherever they were. Mauritius must do the same. Our current Sovereign AI Strategy, for instance, is a paper tiger. We lack the energy to power it, the right financial model, people with any experience in building modern Gen AI infrastructure and the ecosystem to sustain it and make it profitable. We need to reach out to the experts in our diaspora who have demonstrable experience in these fields and have the humility to listen to those who have been there and done that.

A Message of Hope

Breaking the “shackles of the past” is not an act of destruction; it is an act of creation. It is about creating a Mauritius where a young entrepreneur in Rose-Hill has the same chance of success as a scion of a Moka conglomerate. It is about a Mauritius where our state institutions are run by the competent, not the connected.

On this Independence Day, let us celebrate the dream of 1968 by finally making it a reality. Let us build a nation that is open, fair, and truly competitive. The shackles are heavy, but they are not unbreakable. It is time we took the hammer to them.

Happy Independence Day to all Mauritians!

Sameer Sharma



Rev. David
E. White, CPBPsy

The Biggest Risk: Excelling in the Past

A Milestone for Reflection

Turning 58 is a significant milestone in the life of our nation. While there are many reasons to celebrate, the challenging times we currently face may be signalling the need for a substantial shift in mindset. The world is becoming increasingly fragile, anxious, and difficult to comprehend, and the pace of change is non-linear. In several sectors across Mauritius, there is a risk that we are excelling at addressing challenges of the past, rather than preparing for those of the future. As a nation, it is crucial to understand that the future is not something we predict; it is something we must actively prepare for. This is precisely the spark Vision 2050 aims to ignite.

Lessons from the Hare and the Tortoise

Lately I have come across the familiar fable of the hare and the tortoise, attributed to Aesop around 600 BCE. It has been retold for centuries to illustrate the value of steady effort over haste. Traditionally, it reinforces the belief that success is achieved through discipline, perseverance, and the mastery of established practices.



“In Mauritius, we are confronted by a range of fast-moving forces, such as societal fractures and rising rage (e.g., feminicides, road rage, bullying), climate volatility, a drug epidemic involving synthetic opioids, and industry challenges brought about by AI and automation. These forces demand quick learning, agility, and bold strategies, rather than slow optimisation...”

This lesson has long influenced our approaches to education, leadership, administration, and business, where efficiency and consistency are often celebrated. However, as history demonstrates, even simple stories evolve with context.

The story of the hare and the tortoise highlights how traditional lessons may not always prepare us for a fast-changing world.

Reinterpretations: Beyond the Original Fable

Things become especially interesting when examining different versions of the fable. The most familiar version is likely that of Jean de La Fontaine from 1668. Later, in 1857, Charles Bennett, a notable Victorian illustrator and children's author, satirised London's fashionable class by using

Aesop's animal allegory. In his version, the tortoise is depicted as a complacent, wealthy figure stepping on the hare (picture above), effectively reversing the traditional roles. Here, the “winner” symbolises authority and dominance rather than virtue and perseverance.

Another notable version appears in Lord Dunsany's 1915 story, “The true story of the Hare and the Tortoise,” published in *Fifty-One Tales*. In this dark satire, the arrogant hare is compelled to race due to peer pressure, and the focus shifts to the forces of estrangement and disorder that led to the race. The hare's arrogance contrasts with the tortoise's confidence, which is reinforced by the belief of others. After the tortoise wins, a forest fire breaks out, and the animals choose to rely on the slow-moving tortoise to warn the rest of the forest. This provocative version prompts us to question how the moral of the story applies today.

Insights from Alternative Endings

The significance of these reinterpretations lies in their commentary on the absurdity of conflict: the animals become preoccupied with the “glorious victory for the forces of swiftness” even as danger approaches. This cautions that relying on past achievements may leave us unprepared for important new challenges when conditions shift. While History does not repeat itself exactly, it often exhibits recurring patterns. Approximately every century, societies undergo major transformations as new breakthroughs intersect and disrupt established institutions.

It is worth noting that Lord Dunsany published his version 111 years ago, yet the leaders he observed may bear resemblance to those of today. Though we are living in a different era, similar dynamics persist: a world experiencing significant global change and a renewed desire for certainty, simplicity, and authoritative confidence.

Leadership and Adaptation in Uncertain Times

Throughout history, certain leaders and organisations have succeeded by projecting strength and certainty, preserving the status quo, and presenting their approach as the only correct path. These strategies often resonate with the population, especially in times of instability. However, as circumstances evolve and unexpected challenges arise, the crucial question changes: rather than focusing on who succeeded by past standards, we must identify who can offer guidance and foresight in the face of new realities. The consequences of this shift extend beyond competition and can profoundly affect our future prospects.

The Need for a New Mindset

Today, the world is characterised by rapid change. The real danger for us lies in continuing to prepare for outdated challenges, focusing on past models instead of adapting to new realities. In Mauritius, we are confronted by a range of fast-moving forces, such as societal fractures and rising rage (e.g., feminicides, road rage, bullying), climate volatility,



a drug epidemic involving synthetic opioids, and industry challenges brought about by AI and automation. These forces demand quick learning, agility, and bold strategies, rather than slow optimisation.

While efficiency and execution remain important, they are no longer sufficient in a fast-paced world shaped by artificial intelligence, global upheavals, and increasing expectations. Our country requires greater agility – not recklessness or speed for its own sake, but adaptability that goes beyond traditional measures of efficiency. Our operational models in all sectors cannot continue to prioritise “the value of steady effort over haste” or “authority and dominance” at the expense of responsiveness and imagination. If we are to achieve a vibrant, prosperous, and dynamic Mauritius in the years ahead, a drastic change in mindset is necessary. We must be willing to take

intelligent risks, instead of always playing it safe.

Conclusion: Preparing for the Future

The challenge before us as a nation is clear: the future is not something we predict, but something we prepare for. Embracing this principle is essential if we are to navigate uncertainty and secure a better tomorrow for Mauritius.



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Procurement Ref No: ECCEA/ONB/20/25-26

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Interested individuals/companies should deposit their proposals in the bid box located at the **Early Childhood Care and Education 2nd Floor, Le Windsor, Royal Road Beau Bassin** in a sealed envelope bearing Procurement Ref No - **ECCEA/ONB/20/25-26**, addressed to **The Ag. Director - 2nd Floor, Le Windsor, Royal Road Beau Bassin not later than Friday 13th March 2026 at 14:00 hours at latest**

The ECCEA reserves the right to accept or reject either in whole or in part, any interest expressed and to annul the whole ONB without thereby incurring any liability.

Early Childhood Care and Education Authority
2nd Floor, Le Windsor
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Date 13th February 2026



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Opinion

The Case for Linguistic Neutrality in Mauritius

Sovereignty of the Street or Sovereignty of the State?

By Civis Mundi
Citizen of the World

In the Mauritian political arena, a few groups and their ideological allies have long campaigned to install what can only be described as the “Haiti logic.” They still seem to consider the thrust of the Kreol language into Parliament and schools as an act of liberation. Yet a closer look at the Mauritian reality suggests that this is less about democratic inclusion and more about either an elite-driven nostalgia for a pre-independence social order or an incapacity to understand and accept that the Asian conception of language differs from that of the Western world.

Confusions of a Part of the Mauritian “Elite”

The push for “linguistic nationalism” in Mauritius rests on four fundamental logical failures identified below.

1. The Identity Paradox

Some protagonists claim that Kreol is the “national language.” Yet they operate through the Creole Speaking Union (CSU), which treats this language as a specific “ancestral” marker for one ethnic group. It is housed in an ethnic silo on a par with other Speaking Unions promoting ancestral languages and cultures.

The CSU regularly focuses on “International Creole Day” and networks with other Creole-speaking nations, such as Haiti and Seychelles, where Creole populations constitute demographic majorities (around 90% of African origin and about 70% Roman Catholic respectively). Just as with all other Speaking Unions, the choice of the President of the CSU (since 2013) reflects links with a specific community within the Mauritian nation, namely the General Population.

This leadership pattern reinforces the idea of a strong Creole identity. Does this reveal that the “national” label is merely a veil for promoting further identity politics?

2. The Nostalgia of the “First-Comer”

As heard recently on national television, the claim that “Kreol is the language of those who came first” betrays a regressive mindset. It ignores the 1968 social contract, which explicitly recognised Bhojपुरi and other Asian languages of the majority, and their cultures since 1835, alongside Kreol — while also acknow-



South Africa offers a powerful lesson in the dangers of language imposition. The State's attempt to impose Afrikaans as a medium of instruction in schools triggered the violent Soweto uprising of 1976 - Pic - peoplesdispatch.org

ledging the creolisation process of the colonial era.

Is this an attempt to rewrite the history of the Republic of Mauritius by erasing part of its population's identity markers?

3. The Manufactured “Urgent Demand” for Kreol as a Medium of Instruction

Some years ago, certain academics claimed there was an “urgent demand” to introduce Kreol as a medium of instruction. Today, in 2026, these same voices admit that there is a “long way to go” for its acceptance (since 2012). The truth is therefore out: the “demand” was a top-down academic construction — “fake news” — rather than a bottom-up movement from the majority in multicultural Mauritius.

Statistics expose the bluff of this academic elite. In what way do enrolment statistics demonstrate a “national” surge for Kreol in education? Instead, parents — much like those in Singapore — continue to prioritise English and ancestral languages in order to secure their children's future.

How many private and national colleges have reported a majority shift toward Kreol as a medium of instruction? Parents continue to demand English-medium streams, viewing the “Haiti-style” linguistic shift as a threat to world-class education and access to tertiary studies.

4. The Myth of a Sole “National Identity”

Data from the Mauritius Examinations Syndicate (MES) reflect a widening gap between the institutional push for Kreol by some elite academics and the individual choices made by Mauritian families.

At SC level, 2025 enrolment in Asian languages outpaces Kreol by a ratio of 2.2:1. These figures confirm that for the majority, the primary identity marker remains their specific ancestral heritage, not the “vehicular Kreol” (the language used for communication among members of different communities).

Kreol has been available as an optional subject in primary schools since 2012 and in secondary schools since 2018. If there were truly a “national soul” for this language, fourteen years would have been more than enough to see a majority shift. Yet in 2023 there were only 3309 candidates.

The argument about a “lack of interest” or a “lack of understanding” among the majority does not stand the test of time; rather, it ignores those who cherish their ancestral languages — languages that anchor religious and cultural belonging and maintain connections with diasporas.

The fact remains that Kreol became a vehicular language largely because of the colonial erasure of other languages. It is not the mother language of many Asian communities who do not identify with

Kreol language and culture.

In contrast, the MMM has for years adopted a combative posture, attempting to install this “Haiti logic” in Mauritius. This push ignores our multicultural history and the hard-won social and economic success of the children of labourers who moved from the working class to the middle class.

Whether this is an oversight or a deliberate attempt to ignore reality, the fact remains: the recent campaign to push for Kreol into the National Assembly and schools as a medium of instruction is an elite-driven project that threatens the very diversity (“Unité dans la Diversité”) it claims to protect.

The MMM project has permanently failed to gain traction among Mauritian citizens. Yet a segment of the political and academic elite stubbornly continues to promote “Kreol in Parliament” as a panacea, dwelling on a sociolinguistic mirage.

In doing so, their fundamental error is to assume that everyone must adhere to Western conceptions of language and culture. They cling to these concepts because they refuse to understand that a vehicular language is not systematically considered a mother tongue by citizens of Asian ancestry.

For the majority, the Kreol language is not an end goal; it is a tool of communication, not a marker of cultural adherence.

Forced assimilation and democracy

The disconnect between the elite's rhetoric and the citizens' reality is not merely a local phenomenon; it represents a fundamental choice between two competing philosophies of statehood.

On the one hand, the “Haiti logic” suggests that a nation's identity must be rooted in a singular localised tongue — even if that tongue becomes a barrier to global advancement and internal equity.

However, the cases of three countries on three different continents — all considered democratic models according to measurable indicators — demonstrate that democracy lies in tolerance and respect for every culture within a nation rather than the forced acceptance of a single vehicular language.

Singapore: The Logic of Strategic Neutrality — The “Lee Kuan Yew philosophy” posits that in a diverse society the State must provide a neutral framework where no ethnic group is favoured and no citizen is left behind.

This strategic neutrality prevents any “majority” from marginalising minority cultures. In this model, English belongs to no one; therefore, success is accessible to everyone — particularly when meritocracy and competence are actively promoted.

This approach fosters peaceful intercultural harmony and social cohesion, ensuring that linguistic choices serve as bridges rather than barriers.

☞ Cont. on page 17

Opinion

The Case for Linguistic Neutrality in Mauritius

Sovereignty of the Street or Sovereignty of the State?

Cont. from page 16

Switzerland: The Belief in Pluralism — In this multilingual democracy all national languages are recognised and respected. To promote national unity and informed consent, substantial public investment supports translation and linguistic accessibility.

This linguistic diversity is not considered a burden but rather a fundamental condition for democracy and inclusion. A democratic nation does not require a single vehicular tongue to remain cohesive so long as the State protects and promotes all languages equally.

South Africa: The Rejection of State-Imposed Identity — South Africa offers a powerful lesson in the dangers of language imposition. The State's attempt to impose Afrikaans as a medium of instruction in schools triggered the violent Soweto uprising of 1976.

Today twelve official languages guarantee dignity and local access, while English serves as the working language. This model demonstrates that the absence of linguistic nationalism can actually safeguard democracy rather than undermine it.

These three countries have succeeded in promoting equality through a neutral language. The teaching and use of English alongside other languages has contributed to economic success.

English allows citizens to interact without ethnic resentment or political pressure from other communities. At the same time, recognising the specific functions of ancestral languages stabilises cultural belonging and promotes intercultural harmony.

A comparative look at Haiti provides a cautionary example of linguistic duality. While French remains the language of the elite, the institutionalisation of Kreol as an official language has not successfully bridged the divide or facilitated significant social mobility for the majority. This raises a critical question: did the elevation of Kreol in the Haitian legislative process foster a more robust democracy, or did it coincide with the emergence of a fragile state characterized by chronic instability and systemic exclusion?

The "Ladder" of the Mauritian Working Class

The success of the Mauritian working class is the direct result of strategic multilingualism.

Children of labourers, hawkers and fishermen did not climb the social ladder through linguistic nationalism. They did so by mastering the neutral language (English) and the adopted language

(French) while maintaining high status for their ancestral languages.

Linguistic neutrality allowed these sons and daughters of the working class to achieve social mobility and become global citizens.

In most formerly colonised societies, colonial languages have become part of the linguistic heritage. Historically, parents of Asian origin rejected vernacular schools out of pragmatism: they understood that social mobility depended on mastering international languages.

Today many also recognise the growing importance of languages such as Mandarin and Hindi.

Mauritian parents therefore do not act out of a "colonial mentality." Their linguistic choices represent a rational act of identity aimed at enabling their children to enter the global professional class.

To impose a single "national language" based on a vehicular tongue is to impose a myth on nearly 70% of citizens whose ancestral roots lie in the Asian sub-continent.

Why would parents accept a risky social experiment conducted by a political and academic clique?

Conclusion

Forced assimilation can in no way be synonymous with national unity in a thriving democracy.

The obstinacy of a section of the political elite and a small circle of academic mandarins in prioritising a vehicular language that also serves as an ethnic marker — by thrusting Kreol language and culture upon the majority of a non-consenting population — represents a profoundly anti-democratic act.

It is paradoxical to claim that democracy will be strengthened while the principle of informed consent is undermined and the individual agency of citizens is ignored.

Such linguistic engineering disregards the reality that identity is a multidimensional space.

Sarita Boodhoo (former President of the Bhojpuri Speaking Union) once remarked that certain academic circles "not only want to bury Bhojpuri alive but even celebrate its demise." In such narratives, Kreol risks being used as a vehicular force of erasure rather than as a partner in protecting diversity.

If unity and educational success in multicultural societies could be achieved simply through the imposition of a single vehicular language, the world would not face the tensions we observe today.

Successful multilingual democracies show that genuine participation requires



The "Lee Kuan Yew philosophy" posits that in a diverse society the State must provide a neutral framework where no ethnic group is favoured and no citizen is left behind - Pic - ricemedia.co

linguistic equity, not a state-mandated national language.

Democracy means protecting the linguistic rights of every citizen, not using a "Haiti-style" guet-apens to force the assimilation of a multicultural population into a single Kreol language and its inseparable component - culture.

Only the peaceful coexistence of all languages can sustain social mobility while promoting ethical and cultural values across society.

At a moment when the Republic of Mauritius celebrates its 58th Independence Anniversary, the question must be asked: who truly wishes to see it drift toward the fate of a crippled democracy like Haiti?

Telle est la question aujourd'hui.

Aaj ke asli sawal ta ehe baate.

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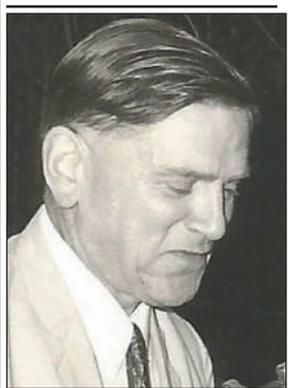
From Our Archives -- A Glimpse into 1960

7th Year No 327

MAURITIUS TIMES

Friday 16 December, 1960

• *The surest test of a man's critical power is his judgment of contemporaries.* — Jean de la Bruyere



Peter Ibbotson

Emigration and Imports

Last week I referred to emigration and the Government's statement that it would be ever on the alert for opportunities of emigration for Mauritians. I suggested that it might be worthwhile for the Government to get into touch with certain UK employers to see if schemes similar to those operating between the Government of Barbados

and London Transport and the British Hotels and Restaurants Association could be introduced. Added point is given to this suggestion of mine by information which has just reached me from Seychelles. It seems that the UK representative of the Seychelles Government has notified the Seychelles Government that the British Hotels and Restaurants Association is willing to take twelve young Seychellois and Seychelloises for training and employment in British hotels. The Government is considering some form of assisted passages for selected candidates.

The sooner Mauritius has its own UK representative, the sooner such openings may be explored here in London. It is, of course, feasible and possible that the Seychelles UK representative may find himself able to act as the Mauritius Representative as well; a similar joint representation might be possible with the Seychelles trade representative in East Africa.

Some weeks ago, I was writing about possible development in the fishing industry. Such developments are afoot in Seychelles too. A long-term development programme has been drawn up by the Seychelles Fisheries Development Officer and only awaits approval by the Colonial Office. A schooner has been bought and is being converted for long-line fishing on the Japanese method; market research is being undertaken to find new and steady markets for dried fish. Surely Mauritius cannot lag behind her daughter island-colony?

Seychelles and Mauritius both figure in the December issue of *News of Population and Birth Control*, the journal (published 10 times a year) of the International Planned Parenthood Federation. The item on Seychelles refers to the views, expressed in the Rowe Report, on the place of birth control in Seychelles; views which may be summed up thus: although family limitation would be desirable from the economic point of view, it would be made into a moral and religious issue in many sermons from many pulpits. (The population is 91 percent Roman Catholic). The item about Mauritius is reproduced elsewhere in the *Mauritius Times*, and refers to some comments of Professor Titmuss' assistant Tony Lynes on the present economic position in Mauritius, made in the *Fabian News* recently.

* * *

Imports In 1959

I have been looking at the details of imports in 1959 as recorded in the annual report of the Customs and Excise department. These details support my previously-made contentions that there is room for replacement of imports by economic development. Take, for instance, wheat and flour. From Australia, 14.5 million kilos of wheat, flour and meal were imported, their value being just over 6 million rupees. Why could not the unmilled wheat be imported, to be milled at a flour-mill to be established in Mauritius? There would be work for Mauritians; the cost of unmilled

imported wheat would be less than the cost of imported flour; all the by-products would be available for the Mauritian poultry keeper or dairy-farmer. The flour-mill could be utilised to mill cereals other than wheat, of course: rice, maize, rye, etc.; all of which are at present imported milled as well as unmilled.

Altogether 17.75 million kilos of milled wheat were imported from Australia, the German Federal Republic, France, UK, and Canada; together with 437,000 kilos of other milled cereals. Remember that the cost of milling is included in the import price; and the milling is carried out by workers paid at European wage rates, whereas if the grain were imported and then milled in Mauritius, the cost of milling would be paid for at local (therefore much lower) wage rates.

Another puzzle: since Mauritius is a sugar-producing country, why, oh why, in 1959 was sugar imported, both refined and unrefined, both cane and beet? 180 kilos of unrefined sugar from India; and no less than 65,562 kilos of refined sugar, nearly all from South Africa and the UK. And surely some at least of the huge quantities of imported sugar confectionery and chocolate confectionery could be home-produced? 176,000 kilos of sugar confectionery, five-eighths of it from the UK and one-third from South Africa; 77,000 kilos of chocolate confectionery, nearly seven-eighths of it from the UK — that colossal quantity could surely be reduced?

Other high imports are of fish and coffee, and these too could be reduced by energetic development of the island's potential resources. Robusta coffee is suited to growth in Mauritius: the high import figures for fish add point to my recent plea for development of the local fishing industry.



PROCUREMENT NOTICE

OPEN INTERNATIONAL BIDDING FOR SUPPLY OF SELECTED PULSES

Procurement Reference: **STC/PUL/2026/01**

1. The State Trading Corporation (STC), trading arm of the Republic of Mauritius, falling under the aegis of the Ministry of Commerce and Consumer Protection, is inviting bids from eligible bidders for the Supply of Selected Pulses as per requirements contained in the bidding document.
2. Bidding document may be downloaded from the website of the STC, <https://www.stcmu.com> free of charge.
3. Bids must be submitted, in PDF format, through STC's secured email address pulses@stcmu.com by latest **18 March 2026 up to 15.00 hrs (Mauritian Time)**.
4. Bids received after the submission deadline and/or submitted to an email address other than the above-mentioned secured email address shall not be considered.
5. Bids will be opened at the STC, Head Office, Ebène, on **18 March 2026 at 15.01 hrs** in the presence of bidders/representatives who may choose to attend.
6. Any request for clarification in respect of the bids shall be submitted by **14 March 2026** on the email address: querypulses@stcmu.com
7. The STC reserves the right to accept or reject any Bid, split, annul the Bidding process and reject all Bids at any time prior to award of the Contract, without thereby incurring any liability to any Bidder.

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In Memoriam**Marie Madeleine Lee, G.O.S.K.****A Pioneer of Mauritian Diplomacy and Industry**

Mauritius mourns the loss of one of its most distinguished citizens, Mrs Marie Madeleine Lee (born Ah-Chuen), GOSK, who passed away on February 26, 2026, at the age of 96.

As the eldest daughter of Sir Jean E. Moilin Ah-Chuen, founder of the ABC Group, Madeleine Lee did not merely inherit a legacy; she built an enduring bridge between Mauritius and Asia, fundamentally shaping the economic and diplomatic destiny of our Republic.

A Visionary of Industry

Educated at National Taiwan University in Chinese history and literature, it was there she met her husband and lifelong partner, Joseph Lee. Together, based in Hong Kong, they played a crucial role in attracting Hong Kong textile giants to the island in the 1970s, which eventually was to lay the groundwork for the Export Processing Zone (EPZ). In the 1980s, her strategic tenacity helped secure crucial landing rights for Air Mauritius in Hong Kong, opening Asian gateways for the national carrier.



Madeleine Lee's career was also marked by historic milestones. Having served as a member of Taiwan's Legislative Council from 1981 to 1984, she made history in the year 2000 by becoming Mauritius' first-ever Ambassador to China. In Beijing, she solidified diplomatic ties and stimulated cultural and economic exchanges, anchoring Mauritius as a privileged partner of China.

An Intellectual and Literary Legacy

A passionate woman of letters, she collaborated for many years with the *Chinese Daily News*. Her autobiography, *The Portrait of My Vivid Life*, remains an essential record of the history of the Chinese community in Mauritius. Her immense contribution to the nation was formally recognized in 2014, when she was elevated to the rank of Grand Officer of the Order of the Star and Key of the Indian Ocean (GOSK).

Marie Madeleine Lee was a bridge between the East and the West, a pioneer for women in diplomacy, and a cornerstone of the Mauritian success story. She is survived by a family that continues her commitment to excellence.

In Loving Memory of Bissoondial Goolaub*A Life of Service, Faith, and Education*

We mourn the passing of Bissoondial Goolaub, P.M.S.M., whose departure in February 2026 leaves behind a half-century legacy of intellectual and spiritual service. A respected educator, author, and social worker, Bissoondial Goolaub was a cornerstone of the Mauritian community.

A dedicated teacher for 30 years in Government Primary Schools, Mr Goolaub was a mentor to generations. Beyond the classroom, his authorship of textbooks significantly contributed to the nation's academic development. On March 12, 2002, he was awarded the President's Medal of Service Merit (P.M.S.M.) for his relentless promotion of education. His commitment to the Hindi language and cultural propagation also earned him the *True Patriot* and *Dharma Bhushan* awards.

As the Managing Director of Globe Printing and Assistant Manager of the Gayasing Ashram, Mr Goolaub fused entrepreneurship with compassion. Perhaps his most enduring initiative



was founding the Mauritius Hindu Ekta Sangh. Guided by the principle "Service to man is service to God," the organisation provided monthly food supplies to widows in Port Louis and offered vital aid to families affected by natural disasters and medical emergencies.

Mr Goolaub embodied the discipline he preached. He held leadership roles across numerous institutions, including the Chinmaya Seva Trust, ISKCON, and various mandirs in Tranquebar and Port Louis. Through his Ramayan classes, he ensured spiritual knowledge and cultural continuity were passed to younger generations.

Bissoondial Goolaub's life was a testament to quiet dedication. Whether teaching a child to read or feeding those in need, he served his country with profound humility and an unwavering heart. He remains an enduring reminder that true honour is found in service to others.

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YOUR STARS

Sagittarius (Nov 22–Dec 21)

This week encourages planning and forward thinking. Work matters may require decisions about future direction. Stay optimistic but practical when dealing with finances or partnerships. Midweek favors learning, travel plans, or exploring new opportunities.
Lucky Numbers: 5, 11, 18, 24, 32, 39

Capricorn (Dec 22–Jan 19)

Responsibilities increase, but your discipline helps you stay in control. Professional progress may come through patience and steady effort. Financial matters require caution, particularly with long-term commitments.
Lucky Numbers: 3, 9, 16, 21, 28, 34

Aquarius (Jan 20–Feb 18)

New ideas and creative thinking bring opportunities this week. Networking or teamwork could lead to interesting prospects. Be open to different opinions and avoid stubbornness. The weekend brings relaxation and reflection.
Lucky Numbers: 4, 12, 19, 23, 30, 37

Pisces (Feb 19–Mar 20)

Your intuition guides important decisions. Work matters require patience, but steady progress is likely. Personal relationships may deepen through honest conversations. Financial choices should be made carefully. The weekend favors creative or relaxing activities.
Lucky Numbers: 2, 7, 15, 22, 29, 36

Aries (Mar 21–Apr 19)

Energy and determination help you tackle pending tasks. A short trip or change of routine may refresh your outlook. Balance activity with rest toward the weekend.
Lucky Numbers: 1, 8, 14, 20, 27, 35

Taurus (Apr 20–May 20)

Stability and patience define the week. Financial planning and careful budgeting bring long-term benefits. Relationships improve through open communication and thoughtful gestures.
Lucky Numbers: 6, 10, 17, 25, 31, 38

Gemini (May 21–Jun 20)

Communication and networking bring progress. Important information or opportunities may arrive through meetings or messages. Social activities later in the week could bring enjoyable connections.
Lucky Numbers: 4, 9, 13, 21, 28, 33

Cancer (Jun 21–Jul 22)

Emotional balance helps you manage responsibilities. Family matters may require attention, while work demands steady focus. Avoid unnecessary worries and concentrate on practical solutions.
Lucky Numbers: 3, 8, 16, 24, 30, 37

Leo (Jul 23–Aug 22)

Confidence and creativity bring positive momentum. Opportunities to showcase your talents may arise at work or in social settings. Manage finances wisely and avoid impulsive spending.
Lucky Numbers: 7, 12, 18, 26, 34, 39

Virgo (Aug 23–Sep 22)

Attention to detail helps you resolve challenges efficiently. Work tasks may increase, but your organization keeps everything on track. Health and balance should remain priorities.
Lucky Numbers: 5, 11, 17, 23, 31, 36

Libra (Sep 23–Oct 22)

Discussions may help resolve misunderstandings or strengthen relationships. Financial decisions require careful thought. Artistic or cultural interests could bring inspiration. By the weekend, balance returns.
Lucky Numbers: 6, 14, 19, 27, 32, 38

Scorpio (Oct 23–Nov 21)

Determination helps you move closer to important goals. Focus on completing tasks and avoid unnecessary conflicts. Financial planning will bring greater stability.
Lucky Numbers: 2, 9, 15, 22, 29, 35

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Parent Teacher Association - Royal Road, Central Flacq

2nd Annual General Meeting of PTA

Members are kindly requested to attend the Annual General Meeting of the Parent-Teacher Association (PTA) on Thursday 26th March 2026 at 13 00 to be held at the seat of the above Centre.

AGENDA

1. Welcoming address by President
2. Reading and approval of last AGM Minutes
3. Treasurer's Report

4. Matters arising
5. Resolution taken
6. A.O.B

Mrs J.L.Sanchi
Secretary



VACANCY NOTICE

The Mauritius Revenue Authority (MRA), established by the MRA Act 2004, is a body corporate and acts as an agent of the State for revenue collection, management of the Revenue Laws and the provision of an enhanced service to the business community and taxpayers. As an equal opportunity employer, the MRA endeavours to attract and retain the services of high calibre employees to attain its objectives.

MRA is looking for qualified and experienced candidates, with proven integrity, for the following posts:

A. Human Resources and Training Department

- i. Team Leader
- ii. Psychologist
- iii. Human Resource Assistant

B. Finance and Administration Department

- i. Technical Officer, Building Services
- ii. Finance Officer
- iii. Support Officer II, Procurement

C. Research, Policy and Planning Department

- i. Assistant Research Analyst
- ii. IT Technician, Tax Risk Management Unit

D. Internal Audit Division

- i. Technical Officer
- ii. Officer

E. Internal Affairs Division

- i. Section Head
- ii. Technical Officer

F. All Departments/Divisions

- i. Support Officer I

Age Limit

Candidates, unless already in the service of the MRA, should not have reached their 60th birthday by the closing date, for the submission of applications, for the above posts.

MODE OF APPLICATION:

Interested candidates are requested to submit their applications, **online**, together with all relevant scanned documents through the MRA Website: www.mra.mu under the "Careers" tab, where all information is available. Candidates are also advised to read the **Instructions to Candidates** posted on the same platform.

Closing Date: Friday 27 March 2026

MRA reserves the right:

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- ii. not to make any appointment as a result of this advertisement.

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The Memory Tipping Point: Why cognitive decline accelerates in later life

For years, the medical community focused on the hippocampus as the primary "command center" for memory. However, a massive international study — one of the largest of its kind — reveals that age-related memory loss is actually a whole-brain phenomenon that follows a sudden, non-linear "tipping point."

The research, led by the Hebrew SeniorLife Hinda and Arthur Marcus Institute for Aging Research, analyzed a staggering 10,000 MRI scans and 13,000 memory tests. Their findings, published in *Nature Communications*, provide a new map of how we age.

Beyond the Hippocampus

While the hippocampus (the brain's memory hub) does show the strongest link to volume loss, the study found that it doesn't act alone. Researchers identified a "distributed vulnerability," meaning



structural shrinkage across both the cortical and subcortical regions contributes to decline.

This suggests that memory isn't just a single lightbulb that dims; it's an entire power grid where failures in multiple

sectors eventually lead to a widespread brownout.

The Acceleration Effect

One of the study's most significant takeaways is that memory loss is not linear. It doesn't always decline at a steady, predictable rate. Instead:

- **The Tipping Point:** As brain tissue shrinkage accumulates over decades, the impact on memory begins to accelerate.

- **Individual Variation:** People who experience faster-than-average structural loss see a much steeper, sudden drop in memory performance later in life.

- **Genetic Independence:** Surprisingly, this "accelerating" decline occurred regardless of common genetic risk factors like the APOE ε4 gene (often linked to Alzheimer's). This suggests that general brain "wear and tear" is a powerful force independent of our DNA.

"Memory decline in aging is not just about one region or one gene — it reflects a broad biological vulnerability in brain structure that accumulates over decades," explains Dr. Alvaro Pascual-Leone, senior scientist at the Marcus Institute.

A New Approach to Healthy Aging

This "mega-analysis" shifts the focus from looking for a single "smoking gun" to monitoring the brain as a complex, interconnected system. By understanding that memory loss is the result of structural changes building up over time, doctors may be able to identify individuals at risk years before significant symptoms appear.

The goal now is to develop personalized interventions — such as lifestyle changes or targeted therapies — that bolster the brain's "structural reserve" and prevent it from reaching that critical tipping point.



How do people know their interests? The shortest player in the NBA shows how self-belief matters more than biology

Some people seem to be born to excel at certain activities. But having opportunities to try new things and get better at them can lead to lifelong passions.

Standing at 5 feet 3 inches tall and weighing 136 pounds, Muggsy Bogues did not fit the typical profile of a National Basketball Association athlete when he played professionally from 1987 to 2001. The average NBA player during Bogues' rookie season was 6 feet 7 inches tall and weighed 208 pounds.

Despite that, Bogues had a successful NBA career, finishing among the league's all-time leaders in career assists. He even made an appearance alongside Michael Jordan in "Space Jam."

It's true that a person's DNA shapes their physical traits, which can influence what activities feel possible for someone. For example, Jérémy Gohier, the 7-foot-6 Canadian eighth-grader, towers over his peers, making basketball an activity that likely felt possible and worth trying early on.

But biology alone would not fully explain why Bogues developed a lasting interest in basketball. Given his small stature, it may have suggested the opposite.

Instead, Bogues was introduced to basketball early in his life and had opportunities to learn the game in ways that helped him feel capable. He credited his coach, Leon Howard, as someone who supported him and taught him the game. Those early experiences gave him confidence and made him want to continue playing.

Bogues' story raises a broader question that extends far beyond the world of sports: How do people recognize what they are interested in, and what motivates them to keep pursuing an activity?

Based on my research and what I have



Muggsy Bogues didn't let his height get in the way of his mastery of the game. Focus on Sport/Getty Images

observed when teaching students in my own classroom, I believe whether people decide to stick with an interest comes down to self-efficacy: A person's belief in their ability to succeed at a specific task.

Experience builds confidence

Motivation to keep doing specific activities often grows from access to opportunities, encouragement from others and chances to practice and improve. Moments of success in a task or activity, known as mastery experiences, can help people believe in their abilities.

Albert Bandura, a social psychologist who proposed the concept of self-efficacy, also identified other factors that shape self-efficacy. These include encouragement from others, learning by watching others be successful, and a person's psychological and emotional state — such as whether they feel energized and excited or tense and anxious.

Bogues likely experienced all of these while practicing basketball. He benefited from coaches who believed in him, from

studying the game by watching others and from learning how to perform under pressure.

In my own research, I found that how confident teachers were with using classroom technologies varied depending on how much support and opportunity to learn they had. Those same factors often shape whether people feel capable enough to keep engaging with and being interested in an activity.

I have seen something similar in my almost 15 years of teaching students ranging from middle schoolers to 70-year-olds who decided to go back to school. When students struggle to get started on an assignment, they sometimes assume they are simply bad at it. However, once they take a small step and experience even minor success, their attitude often shifts to "I can do this," which makes them more willing to keep going and ultimately end up liking the subjects.

This was even true in my own experiences as a student. When I took my first speech course as a high school senior at Missouri University of Science and Technology, I felt like a ball of nerves. I had no inkling I would one day enjoy being a professional communicator and return to this same institution decades later, winning awards and teaching speech and writing courses to students who seem just as nervous as I once was.

Embrace new opportunities

When people have new opportunities to discover what they can do, their small moments of success can help interests blossom into full-fledged passions.

If someone never gets the chance to experience early success and encourage-

ment, they might disengage or lose interest in an activity over time.

But success does not always mean getting better at the activity itself.

People don't have to be the best at whatever they become interested in it. Their interests may help them accomplish other goals such as stress relief or a sense of belonging. They may stay engaged not because they feel especially skilled in the activity, but because they believe it helps them reach these other goals that matter in their lives.

A specific activity may matter because it connects to someone's life in personal ways. It might remind them of someone they love, offer an escape from a bad home life or help them make social connections. Even if people do not feel confident in the activity itself, they can still see it helping them reach these goals, which can be enough to keep them interested.

This is why it is important for people of all ages to try new things. Without access to basketball and training opportunities, Muggsy Bogues' path might have looked very different. And if Bob Ross had not decided to take an art class while he was in the Air Force and continue practicing, the world may have never experienced "The Joy of Painting."

Trying new things is the first step in developing interests. After that, having opportunities to build confidence and improve can help people sustain those interests for years to come.

Greg Edwards

Adjunct Lecturer of English and Technical Communications, Missouri University of Science and Technology

*Laughter is the
Best Medicine*



Cabbie and the Nun

A cab driver picks up a nun. She sits in the back seat quietly, but after a few minutes, she notices the driver keeps looking at her in the rear-view mirror.

Finally, she asks gently, "My child, why do you keep staring at me?"

He sighs and says, "Sister, I have a question, but I'm afraid it might offend you."

She smiles warmly. "My son, I've been a nun for many years. I've heard almost everything. You may ask."

He takes a deep breath. "I've always had a fantasy... to be kissed by a nun."

She pauses, then calmly replies, "Well, let's see. Are you single?"

"Yes!" he says quickly.

"And are you Catholic?"

"Yes, Sister!"

She nods. "Then pull into that alley."

He pulls over, and she leans forward and gives him a kiss so passionate it nearly makes him forget to breathe.

They drive off, and suddenly the cabbie starts crying.

The nun asks softly, "My dear child, why are you crying?"

He wipes his eyes and says, "Forgive me, Sister... I've sinned. I lied. I'm married..."

The nun smiles and says, "That's alright. My name is Dave, and I'm on my way to a Halloween party."

The Salary "Oops"

I was offered a job after a long search. During the final call, the recruiter asked,

"What salary are you expecting?"

I panicked and blurted out a number that sounded reasonable. They agreed immediately. Win! I thought.

Three months later, I had lunch with a coworker in the same role. He negotiated -- and got 20% more.

Same company. Same team. Same job.

The difference? He paused, asked what they had budgeted, and then answered. I just said a number and smiled.

Lesson learned: in salary negotiations, the first person to talk usually loses... and apparently, I just handed them a discount!

* * *



Douglass Dickenson Gets Fired

Douglass Dickenson got fired from his job and was looking for work. Given his age, no one wanted to hire him. He tried hard but had no luck.

A new circus came to town, so Douglass went to the manager and said, "Hello, my name is Doug, and I'd like to work for you."

The manager replied, "But sir, you're old. We don't have a job for you."

Desperate, Douglass pleaded. Eventually, the manager reluctantly agreed and started training him on the trapeze.

The trapeze trainer tried everything, but Douglass could hardly hold the bar. He was moved to juggling. He dropped every ball. Then he was put on the unicycle... and fell off constantly.

Finally, the manager called him in. "I'm sorry, sir. This isn't working. I have to fire you."

Douglass went home, dejected. But can you really blame him for failing at this job?

Cause... you can't teach an old dog new circus trick.

* * *

The Under-the-Bed Reunion

Harry left home, telling his wife Jaya that he was heading to the office. But instead, he ended up at his friend Tina's house -- just as her husband Jeff, a naval officer, was away piloting a ship.

Suddenly, Jeff comes home unexpectedly, and Harry hides under the bed. Jeff sends Tina out to buy some medicine, then hears her invite a lady over.

The lady arrives quickly... and a minute later, Tina comes back to fetch her forgotten purse. Before Jeff opens the door, he tells the lady to hide under the bed.

It turns out the lady is Jaya -- Harry's wife.

Now both Harry and Jaya are staring at each other like rabbits under the bed.

- In college, it's called a reunion.

- In social gatherings, it's a get-together.

- In mathematics, it's a simultaneous equation.

- In psychology, it's what goes around comes around.

- In chemistry, it's a chain reaction.

- In economics, it's demand and supply.

- In physics, it's nuclear fusion.

- In geology, it's an earthquake.

The choice is yours...

* * *

Inflation at Home

One night, a curious 5-year-old heard noises coming from his parents' bedroom and went to investigate.

The next morning, he asked his mother, "Mommy, why were you jumping up and down on Daddy's tummy last night?"

"Oh, I like to jump on Daddy's tummy, so it doesn't get too big, and Daddy really likes it. He says it keeps him in shape."

"I don't think it's working."

"No? Why not?"

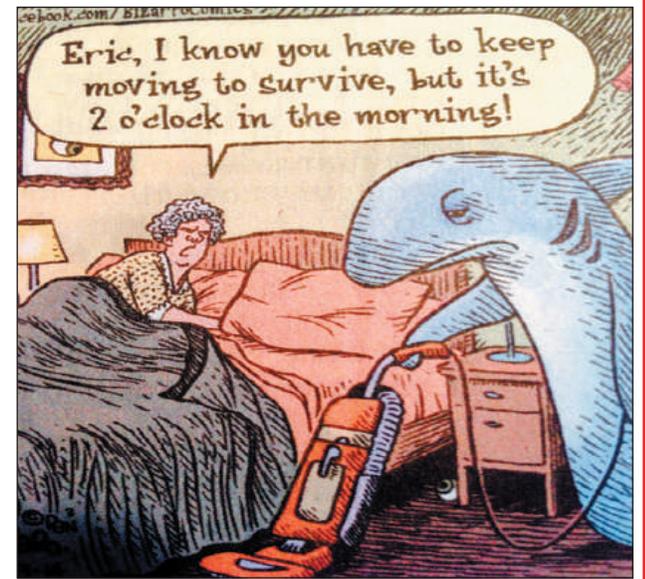
"Cause the babysitter keeps blowing him back up."

* * *

Marriage Therapy, Take 3

After 35 years of marriage, a husband and wife went to see a therapist. When asked what the problem was, the wife launched into a tirade, listing every issue they had ever had: neglect, lack of intimacy, emptiness, loneliness, feeling unloved and unlovable -- an entire laundry list of unmet needs she had endured.

Finally, after letting her speak for a while, the



therapist got up, walked around the desk, and asked the wife to stand. He then embraced and kissed her long and passionately as her husband watched, eyebrow raised. The woman fell silent and quietly sat down, dazed.

The therapist turned to the husband and said, "This is what your wife needs at least three times a week. Can you do this?"

"Well," the husband replied, "I can drop her off here on Mondays and Wednesdays... but on Fridays, I fish."

* * *

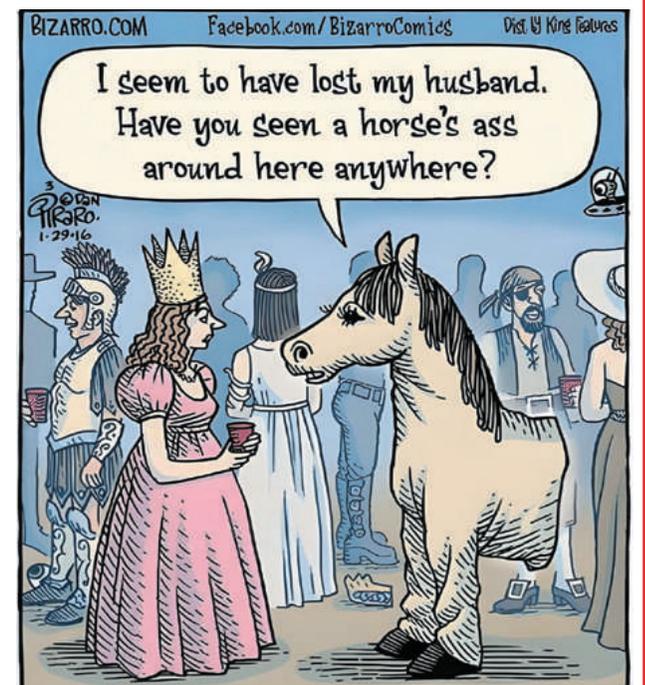
Merits Needed to Go to Prom? Let Me Help

My youngest is in Year 11 (UK, the last year of high school), and the school is holding a prom for the leavers. While I don't agree with yet another Americanism creeping in, I know my daughter is excited -- it's her turn, after all.

This year, however, the school changed the rules: students now have to earn their way to a ticket by collecting a certain number of "merits" from teachers. Stupid, idiotic, and frankly unfair. The students have protested, but school management is holding firm.

The teachers? Not so much. Just yesterday, my daughter received merits from different teachers "because your hair looks great," "for the way you walked through that door," and even because she gave a friend a high five for getting an answer right.

Others have been awarded merits for equally simple and trivial things, so the merits are overflowing. It looks like, after all, everyone will get to go to the ball anyway.



Through the Lens of History

The Arc of Justice: Obama's Quiet Farewell to Madiba

On December 5, 2013, at 10:24 PM Eastern Time, President Barack Obama stood alone in the White House Briefing Room. His voice cracked slightly as he announced the passing of Nelson Mandela at age 95, calling him "a man who took history in his hands and bent the arc of the moral universe toward justice."

Away from the spotlight, a deeply personal moment had already unfolded. Earlier that evening, Barack and Michelle Obama had spent an hour together in the Oval Office, mourning the man they knew as Madiba. They remembered their first meeting in 2005, when Barack was still a junior senator. On that day,



Mandela had placed a weathered hand on Obama's shoulder and said, "You remind me that we are all bound together in ways that can be invisible to the eye -- that there is a oneness to humanity." Those words would sustain Obama through the brutal 2008 campaign and the darkest moments of his presidency.

A Private Source of Strength

Those close to the President later shared how he kept a framed photo of Mandela's Robben Island prison cell in his private study. He often visited it before making difficult

decisions, drawing strength from a man who had spent 27 years in captivity yet emerged without bitterness, choosing reconciliation over revenge.

As he addressed the cameras that night, Obama wasn't just eulogizing a global icon; he was grieving a personal mentor who had taught him that leadership's highest calling is turning suffering into grace.

The Legacy of Redemption

Obama's tribute was profoundly personal. Mandela had given him the permission to believe that a Black man could lead with both strength and compassion -- that one could acknowledge a country's "original sins" while still believing in its capacity for redemption.

He understood a truth that resonates today: the greatest leaders aren't those who never doubt, but those who transform their doubts into determination.

From giants like Mandela, Obama learned that true power isn't about dominance, but about lifting others. Ultimately, the measure of a life well-lived is whether you helped the arc of justice bend a little closer to hope.

Stray Thoughts

Have Lunch With an Elderly Person

Not out of obligation. Not out of pity. Do it because they carry entire lifetimes inside them.

Sit across the table and really listen.

They've lived through things you only read about in history books. They remember a world without cell phones, without social media, before the "swipe left" mentality.



Have Lunch With an Elderly Person. Pic - Flourish

They know what it was like to wait for letters in the mail, to work jobs that demanded grit, to love in a time when commitment meant something deeper.

Ask about their childhood. Their first love. Their biggest mistake. Watch how their eyes light up when they share moments most people have long forgotten.

They can teach patience in a world that rushes everything. Resilience without naming it. How to survive heartbreak, loss, financial hardship -- and still wake up each morning with gratitude.

An elderly person can show you what truly matters. Rarely money. Rarely status. Almost never the things we stress about. It's relationships. Faith. Family. Memories.

Lunch might cost an hour of your time. The wisdom you walk away with could shape the rest of your life.

Cody Bret

"If your life is cloudy and you're far, far off course, you may have to go on faith for a while, but eventually you'll learn that every time you trust your internal navigation system, you end up closer to your right life."
MARTHA BECK

"Love is an untamed force. When we try to control it, it destroys us. When we try to imprison it, it enslaves us. When we try to understand it, it leaves us feeling lost and confused." - Paulo Coelho

"If your actions inspire others to dream more, learn more, do more and become more, you are a leader."
- John Quincy Adams

Inspiration

Indra Nooyi: From Midnight Receptionist to PepsiCo CEO

In 1978, Indra Nooyi arrived in America with \$500, a scholarship to the Yale School of Management, and no safety net. To make ends meet, she served as a receptionist during the graveyard shift, a work period that typically spans from midnight until 8.00 am. It wasn't a choice of passion; it was a choice of survival -- the job paid 50 cents more per hour than the daytime shifts.

Her journey had begun with an act of defiance. Back in India, her parents had been reluctant to let her leave, fearing that a Western education would make her "unmarriageable." Nooyi went anyway, surviving on four hours of sleep and the sheer determination to prove that her heritage was an asset, not a liability.

The \$50 Suit and the Power of the Sari

Early in her career, Nooyi faced the crushing pressure to "blend in." Having scraped together \$50 for a cheap polyester business suit that fit poorly, she was met with laughter from fellow students and a rejection from a job interview.

For her next interview with Booz Allen Hamilton, she decided to stop pretending. She wore a traditional sari. The partner didn't blink, and Nooyi got the job. It was the first major lesson of her career: **authenticity is the ultimate competitive advantage.**

Redefining a Global Giant

After building a formidable reputation at Boston Consulting Group, Motorola, and ABB, Nooyi was courted by both PepsiCo and GE. She chose PepsiCo in

1994, becoming Chief Strategist at age 38. Her moves were bold and often met with fierce scepticism:

- **Portfolio Transformation:** She orchestrated the spin-off of Pizza Hut, KFC, and Taco Bell.
- **Strategic Acquisitions:** She brought Tropicana and Quaker Oats (and with it, an 80% share of the sports drink market through Gatorade) into the fold.
- **Breaking Barriers:** In 2006, she became the first woman of colour and the first immigrant to lead a Fortune 50 company in PepsiCo's 44-year history.

Performance with Purpose

Nooyi's tenure as CEO was defined by "Performance with Purpose." She gambled the company's future on health, cutting sugar, salt, and trans fats while promoting oatmeal and juices. When analysts panicked and activist investor Nelson Peltz demanded a company split, Nooyi didn't retreat. She invited Peltz onto the board, proved the value of an integrated company, and watched him eventually exit with a 67% gain.

The Legacy of Her Leadership (2006–2018)

Indra Nooyi's leadership from 2006 to 2018 left a staggering impact on PepsiCo's financial and operational health. During her tenure, she nearly doubled the company's annual revenue, driving it from \$35 billion to \$63.5 billion. This growth was matched by an even more impressive surge in profitability, as net profit climbed from \$2.7 billion to \$6.5 billion.



Her strategic vision also delivered immense value to investors, resulting in a total shareholder return of 162%. Perhaps most significantly, she fundamentally redefined the company's identity: the product mix, which consisted of mostly snacks and soda when she began, was transformed to include over 50% healthier options by the time she stepped down.

The Unstoppable Force

Today, Indra Nooyi is remembered not just for the numbers, but for the path she cleared. Her story serves as a reminder: sometimes the person nobody believed in becomes the one nobody can ignore. Stop waiting for permission and stop trying to blend in.

Nooyi proved that when you refuse to hide who you are, you don't just join the industry -- you reinvent it.

Suneet Agarwal

What Is "breadcrumbing"? A relationship expert explains

In the digital age, dating vocabulary is constantly expanding to keep up with new forms of behavior. You are likely familiar with "ghosting" — the act of disappearing without a word — but a more subtle, equally frustrating phenomenon is on the rise: breadcrumbing.

As Megan Beauchamp reports, breadcrumbing is a manipulative tactic used to keep a romantic interest "on the hook" without any intention of pursuing a real commitment. To understand the psychology behind this trend, Beauchamp turned to Kelly Campbell, PhD, a professor of psychology at California State University, San Bernardino.

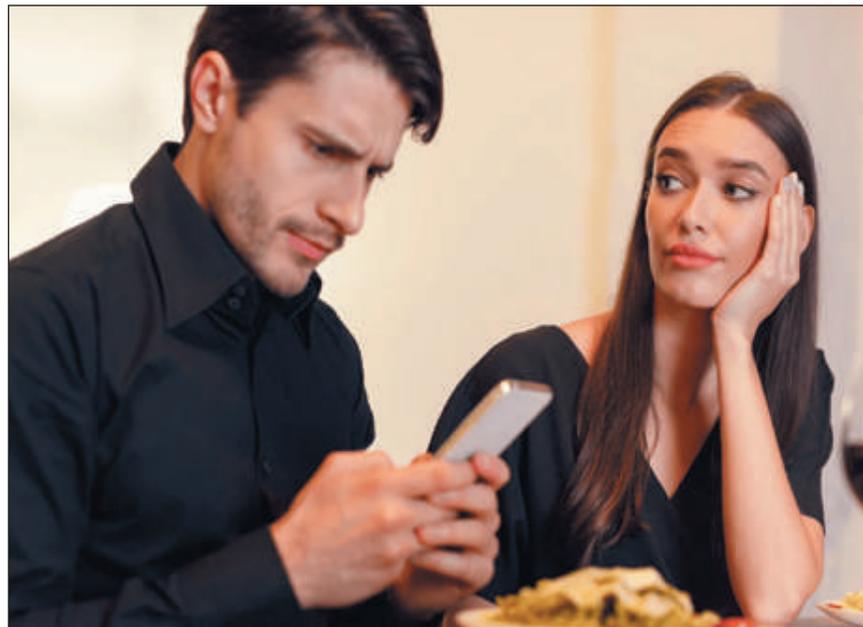
Understanding the "Trail"

According to Campbell, breadcrumbing is the act of "leading someone on romantically using online or electronic forums... to keep someone's interest in you." Much like the fairy tale of Hansel and Gretel, the "breadcrumb" leaves just enough small morsels of attention — a flirty text, a "like" on a photo, or a vague suggestion to meet up — to keep the other person interested, but never enough to actually sustain a relationship.

The Red Flags: How to Spot a Breadcrumber

If you feel like your dating life is a series of "stop and go" signals, you might be dealing with a breadcrumb. Campbell highlights several warning signs:

- **Lack of Investment:** They frequently make plans



but cancel at the last minute or simply don't show up.

- **Inconsistency:** You never know where you stand. They are sporadic and unpredictable in their communication.

- **Hot and Cold Behavior:** They may seem incredibly warm and attentive one moment, only to take days to respond to a simple message the next.

- **Persistent Confusion:** You find yourself frequently frustrated or trying to "decode" their actions to friends.

The Psychology: Why Do They Do It?

According to Campbell, the motivation behind breadcrumbing is often rooted in deep-seated insecurity. "The more interest from others they maintain, the better they feel about themselves," she explains. For many, it is a way to secure external validation to feel worthy.

In some cases, the behaviour points to more serious personality traits, such as narcissism, where the individual enjoys the "game" of manipulation without feeling guilt. In other instances, the breadcrumb may already be in a relationship and is simply seeking outside attention to stroke their ego.

How to Navigate the Next Steps

If you realize you are being breadcrumbing, the most important step is to pivot your focus back to yourself. Campbell stresses that you set the example for how others should treat you. If you tolerate poor

treatment, it will continue.

"You deserve someone who is willing to give you the same amount of attention you are willing to invest," Campbell says. Boosting your self-esteem through self-care and positive self-talk is the best defense. By valuing your own time and energy, you'll find it much easier to stop following the breadcrumbs and start looking for a partner who is ready to offer the whole meal.

Job Search

Why Employers Are Googling You

5 truths about your social media presence

In the modern job market, your resume is only half the story. The other half is being written -- by you -- every time you post, tweet, or share. According to data from CareerBuilder, the number of employers researching candidates online has jumped considerably over the years.

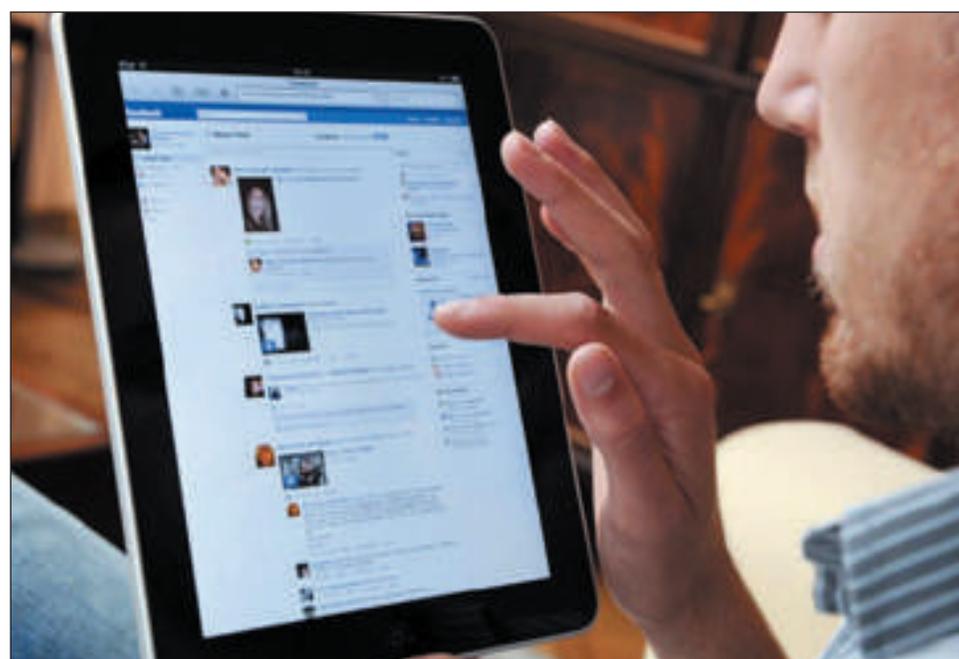
Employers aren't just being nosy; they are managing risk. Hiring a new employee is a massive investment, and social media provides a "window" into who you are when the interview suit comes off.

Here are the five primary reasons employers are checking your digital footprint.

1. Identifying "Red Flags"

The most common reason for a social media deep dive is to spot disqualifying behavior. Employers look for consistency and character.

- **The Risks:** Discrepancies between your resume and your profile, "trolling" or bullying behaviour, and -- most importantly -- badmouthing former employers.



- **The Fix:** Audit your accounts immediately. Scrub any content that involves sensitive material, evidence of illegal activity, or confidential company information.

2. Gauging Communication Skills

Whether you are an entry-level clerk or a C-suite executive, communication is currency. Employers use your posts to see if you can articulate thoughts clearly.

- **The Risks:** Poor grammar, constant typos, or an inability to engage in thoughtful professional exchanges.

- **The Fix:** Treat your public posts like

mini-publications. Take an extra moment to check spelling and tone before hitting "post."

3. Uncovering Your True Ambitions

During an interview, everyone says the job is their "dream role." Your social media tells the truth. Employers look at who you follow and what groups you join to see where your heart actually lies.

- **The Risks:** Following 50 companies in Seattle when you're applying for a job in New York might signal you're planning a move.

- **The Fix:** Start a "follow campaign."

Follow 25–50 industry leaders and join professional organizations that reflect the career path you claim to want.

4. Evaluating Culture Fit

Every company has a "voice," from the disruptive tech startup to the conservative law firm. Employers want to see if your personal brand aligns with their internal culture.

- **The Risks:** A total mismatch in values or tone can signal that you won't last long in the environment.

- **The Fix:** Be authentic, but strategic. If your natural voice clashes with the companies you are targeting, it may be a sign that those companies aren't the right fit for you anyway.

5. Gauging Professional Value

Finally, employers look for "added value." Are you a passive consumer of information, or a creator?

- **The Risks:** Having no digital footprint can sometimes be as detrimental as having a negative one, as it shows a lack of engagement with your industry.

- **The Fix:** Use the 80/20 rule. For every eight pieces of content you share from others, create two pieces of original content -- a blog post, a unique insight, or a creative portfolio piece -- to showcase your expertise.

Pro-Tip: You don't need to go "off the grid." A polished, professional social media presence is often a better recommendation than a locked-down, private profile.

BollyBytes



From the South to the Spotlight: Preity Mukhundhan's Bollywood Ascent

As we celebrate the diverse trajectories of women in the arts this week, a new face is set to make her mark on the Bollywood landscape. Preity Mukhundhan, who has already established a footprint in the South with films like *Om Bheem Bush* and *Star*, is officially crossing borders for her Hindi debut in the highly anticipated fantasy-comedy *Naagzilla*.

The film, produced by Dharma Productions and starring Kartik Aaryan, is nearing its final stretch, with only seven days of shooting remaining in Mumbai this month. Sources suggest Mukhundhan has been cast in a role that pivots away from the "doll-like" tropes of the past, instead demanding sharp comedic timing and contributing "tremendously" to the narrative.

For an actress coming from the Southern industries to a massive Dharma production, Mukhundhan represents the modern, pan-Indian woman in cinema -- one who leverages talent across regional boundaries and defies the "yes-woman" stereotype by taking on roles that require distinct character work. Her debut serves as a timely reminder that the sky is indeed the limit for women who possess both the artistry and the independence to navigate a competitive, shifting industry.



Priyanka Chopra Jonas: A Mother's Stand for Privacy

In an era where celebrity lives are increasingly transparent, global icon Priyanka Chopra Jonas is drawing a firm line between her public persona and her daughter's right to a normal childhood. Speaking on the *Not Skinny But Not Fat* podcast on March 11, 2026, the actor opened up about the heightened security measures now surrounding her daughter, Malti Marie.

Priyanka's stance is rooted in a simple but profound distinction: "I chose a public life. Malti didn't." While the actor remains gracious with fans — noting she is always happy to take photos or interact personally — she refuses to let that accessibility extend to her child. The

decision to bolster their security team wasn't born of vanity but of necessity, following a chilling incident where a stranger followed Malti home.

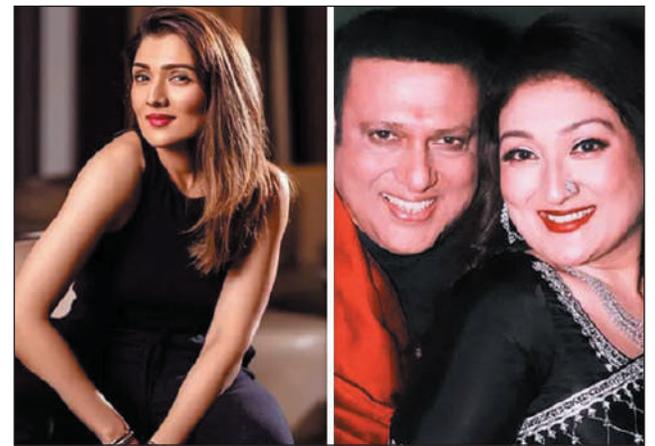
The "Citadel" star expressed deep concern over the "smartphone culture," where recording and photographing without consent has become trivialized. Security is now a constant presence to ensure Malti isn't captured in unauthorized digital footprints. Since welcoming Malti via surrogacy in 2022, Priyanka and husband Nick Jonas have carefully curated their social media to share family joy without compromising their daughter's safety. For Priyanka, no amount of global fame outweighs her primary role: a protective mother ensuring her child's comfort in an intrusive world.

Tina Ahuja addresses "turbulence" in the Govinda-Sunita household

Rumors of a rift between veteran actor Govinda and his wife, Sunita Ahuja, have dominated social media circles recently. On March 11, 2026, their daughter, Tina Ahuja, provided a rare and candid confirmation that the family has indeed been navigating a difficult period. During a special Women's Day vlog, Tina "hijacked" her mother's channel to surprise her with a solitaire ring, using the occasion to speak about the family's internal struggles.

"Two years have not been great," Tina admitted, describing the recent period as one of "turbulence." While she stopped short of confirming divorce rumors, her acknowledgment of a strained atmosphere suggests a significant shift in the household's long-standing privacy. The vlog was an emotional tribute to Sunita, whom Tina praised for her resilience and for always prioritizing others over herself.

The sentiments were echoed by Sunita, who shared a



poignant reflection on her own journey. After decades of fulfilling her roles as a wife and mother, Sunita expressed a newfound desire for autonomy. "I have done all my duties, but at this point, I have started living for myself," she stated, adding that she intends to live her life "king size" moving forward. While Govinda remains silent on the matter, the candidness of his wife and daughter signals a transformative chapter for one of Bollywood's most enduring couples.

The Time Deficit: Even Superstars Can't Buy Enough Hours



In a candid moment on the set of the reality show *Wheel of Fortune*, broadcast on March 5, 2026, Bollywood superstar Akshay Kumar shared a rare glimpse into the personal cost of a high-octane career.

Responding to a contestant's question about his remaining desires in life, Kumar's wit briefly flickered before he struck a deeper emotional chord: "I wish I could spend more time with my family," he admitted. Despite his reputation for disciplined scheduling -- where he famously carves out 120 days a year for his wife, Twinkle Khanna, and their children -- the actor confessed that in a year of 365 days, even that feels insufficient.

Kumar's reflection arrives at a time when "connectivity" and "strategic arteries" are the buzzwords of the day. Yet, his sentiment highlights a different kind of connectivity -- the emotional ties that underpin professional drive. Currently juggling the hosting of *Wheel of Fortune* and the production of his upcoming film *Bhooth Bangla*, Kumar's struggle is one that resonates with the "power-hungry men in suits" and the "women on the move" alike. It serves as a subtle reminder that while we strive for breakthroughs in science, politics, and art, the foundation of that prosperity remains the time we steal back for those at home.

Akshay Kumar: From Charity to the "Fortune of Service"

During a moving episode of *Wheel of Fortune* on March 11, 2026, the audience caught a rare glimpse into the humble philosophy of Bollywood superstar Akshay Kumar. Senior journalist Sonal Kalra, a friend of the actor for two decades, shared a story from the 2020 Covid-19 lockdown that the actor had long kept quiet.

Kalra recounted how, during the height of the pandemic, Bihar and Assam were simultaneously devastated by floods. Upon hearing the news, Kumar immediately requested the contact details for the Chief Ministers' offices. Within hours, he had quietly donated Rs 10 million (Indian rupees) to each state's relief fund. When Kalra later asked him to confirm the news, Kumar didn't just downplay it — he corrected her terminology.

Reflecting on the moment on stage, Kumar explained his deep-seated dislike for the words "charity" and "donation." To him, these terms imply a position of superiority that he rejects. "When you give something to someone, it's actually your good fortune that you're able to do it," the actor stated. He believes that being capable of helping others is a gift from God, transforming the act from an ego-driven donation into a humble "opportunity to serve." It is a powerful reminder that for Kumar, true philanthropy is not about the check you write, but the gratitude you feel for being able to write it.



Vendredi 13 Mars - 20.30



Samedi 14 Mars - 20.30



Dimanche 15 Mars - 21.10



Programme TV



SERIAL



vendredi 13 mars

MBC 1

- 06.16 Serial: Le Roman De La Vie
- 08.10 Tele: Un Amour Sauvage
- 09.00 Tele: La Desalmada
- 09.30 Film: Once Upon A Time In The Bronx
- 11.30 Tele: Happily Ever After
- 12.00 Le Journal
- 12.35 Tele: Mademoiselle
- 13.20 Tele: Your Love Is My Fortune
- 13.45 Tele: L'Amour Invincible
- 14.10 Tele: Asintado
- 15.00 Live: Samachar
- 15.25 Film: American Underdog
- 17.30 Tele: Happily Ever After
- 18.00 Samachar
- 18.30 Serial: Shiv Shakti
- 19.00 Serial: 19 Minutes
- 19.30 Le Journal
- 20.30 Film: L'Armee Des 12 Singes
- 22.33 Tele: Mademoiselle
- 23.18 Tele: Happily Ever After

MBC 2

- 09.10 Local: L'Independance
- 10.11 Local: Les Grandes Lignes
- 11.00 Local: Glwar Dantan
- 11.30 Local: Couleur Marine
- 12.00 Rodrig - Klip Seleksion
- 13.02 La Journee Sous Le Regard
- 13.36 Rodrig: Feminin Pluriel
- 15.00 Emotion En Avant Plan
- 15.15 Local: Saveurs Plus
- 16.58 La Journee Sous Le Regard
- 17.01 Local: La Sosiete
- 18.05 Tele: L'Amour Invincible
- 19.00 Zournal Kreol
- 19.25 Local: Sur Prise
- 20.00 Local: Securite Routiere
- 21.30 Local: La Sosiete
- 22.00 Local: Music Tour
- 23.00 Zournal Kreol
- 23.24 Local: En Forme
- 23.39 Mon Jardin Ma Maison
- 23.59 Local: Exceptionnelles

MBC 3

- 05.00 Mag: Aastha TV
- 08.00 Local: Amrit Vani
- 10.00 Local: Na Umra Ki Seema Ho
- 11.32 Serial: Shiv Shakti
- 12.00 Film: Shalimaar
- Starring: Dharmendra, Zeenat Aman, Rex Harrison
- 15.00 Live: Samachar
- 15.20 Sayings Radha Krishna
- 16.09 Serial: Mithai
- 17.30 Serial: Shiv Shakti
- 18.00 Samachar
- 18.32 Local: Mati Ke Mol
- 18.57 Local: Yeh Shaam Mastani
- 19.54 Local: Khel Khiladi
- 21.00 Serial: Tenali Rama
- 22.15 Serial: Mere Sai
- 23.03 Serial: Wagle Ki Duniya
- 23.25 Local: Mati Ke Mol
- 23.51 Yeh Shaam Mastani
- 00.38 Local: Khel Khiladi

Cine 12

- 06.25 Mag: Asia 2050
- 07.21 Mag: Tomorrow Today
- 10.41 Doc: The Missing Van Gogh
- 11.26 Mag: Eco India
- 12.01 Mag: Transforming Business
- 12.48 Mag: Tomorrow Today
- 14.44 Mag: Shift
- 15.00 D.Anime: Momolu Et Ses Ami
- 15.15 D.Anime: Story Time With...
- 15.30 D.Anime: Baby Einstein 2
- 16.00 D.Anime: Sam Le Pompier
- 16.24 D.Anime: Robin Des Bois
- 17.02 D.Anime: Zig's Space Ranger
- 17.16 Serial: Sept Nains Et Moi
- 17.39 Doc: Little Gourmet
- 17.44 Mag: Choices
- 18.00 Mag: Eye On SADC
- 18.26 Doc: Delicious Morning
- 19.00 Other: Student Support...
- 19.28 Mag: Euromaxx
- 20.01 Tele: Un Amour Sauvage

Bollywood TV

- 14.25 Serial: Radha Mohan
- 14.55 Serial: Tenali Rama
- 15.30 Film: Udhaar Ki Zingdagi
- Cast: Jeetendra; Moushumi Chatterjee; Kajol
- 18.00 Live: Samachar
- 18.31 Kundali Bhagya
- 19.01 Udaariyaan
- 19.32 Dil Ko Tumse Pyaar Hua
- 20.01 Na Umra Ki Seema Ho
- 20.25 Shrimad Ramayan
- 20.55 Anupamaa
- 21.25 Pyaar Ka Pehla Adhyaya
- 21.57 Serial: Dhruv Tara
- 22.30 Wagle Ki Duniya
- 23.00 Serial: Mahabharat
- 23.30 Film: Udhaar Ki Zingdagi
- Cast: Jeetendra; Moushumi Chatterjee; Kajol

samedi 14 mars

- 03.32 Serial: Heartland
- 05.11 Serial: Lying Heart
- 06.01 Tele: Un Amour Sauvage
- 06.26 Serial: A Spy Among Friends
- 07.20 Serial: Nautilus
- 08.10 Doc: Nelle Tue Mani
- 09.10 Serial: Heartland
- 09.55 Serial: Elementary
- 10.41 Your Love Is My Fortune
- 11.32 Tele: Un Amour Sauvage
- 12.00 Le Journal
- 12.30 Tele: All The Flowers
- 15.00 Live: Samachar
- 15.30 Film: L'Armee Des 12 Singes
- 18.00 Live: Samachar
- 18.31 Serial: Dance Deewane
- 19.30 Le Journal
- 20.30 Film: Australia
- 23.08 Serial: Nautilus
- 23.42 Le Journal
- 00.35 Tele: Terra Nostra

- 06.00 Local: Mon Jardin Ma Maison
- 06.30 Local: Tous Egaux
- 06.45 Rodrig: 13 Minit Natir Rodrig
- 07.56 Local: Retrovizer
- 08.25 Local: La Sosiete
- 10.15 Local: J'ai Faim
- 11.00 Local: Friday With Jerry
- 12.00 Local: Arsiv
- 13.05 La Journee Sous Le Regard...
- 15.15 Rodrig: 13 Minit Natir
- 15.31 Local: Tous Egaux
- 18.05 Tele: Wildflower
- 19.00 Zournal Kreol
- 19.35 Rodrig: Kot Nou
- 20.30 Local: Music Tour 2026
- 22.04 Local: Glwar Dantan
- 22.56 La Journee Sous Le Regard
- 23.00 Zournal Kreol
- 23.45 Local: Tous Egaux
- 00.00 Local: Saver Kiltirel
- 00.29 Local: Lavi Zoli AN XXL
- 00.50 Sur La Piste De La Crecerelle

- 05.00 Mag: Aastha TV
- 08.00 Local: Mati Ke Mol
- 08.30 Local: Abhyas Yog
- 10.30 Bade Acche Lagte Hai 2
- 12.00 Serial: Dikri Vahalno Dariyo
- 12.26 Local: Mati Ke Mol
- 12.48 Mere Dad Ki Dulhan
- 13.12 Local: Khel Khiladi
- 15.00 Samachar
- 15.30 Film: Chor Aur Chand
- Cast: Aditya Pancholi, Pooja Bhatra
- 18.00 Live: Samachar
- 18.31 Local: Puranya Pakwan
- 18.58 Duniya Mein Iss Saptah
- 19.13 MBC Prod Saturday
- 21.00 Film: Bhoot
- Cast: Ajay Devgn, Urmila Matondkar, Nana Patekar, Rekha, Fardeen Khan, Tanuja
- 22.49 Local: Puranya Pakwan
- 23.15 Duniya Mein Iss Saptah

- 06.00 D.Anime: Ready Jet Go!
- 06.45 D.Anime: Not Quite Narwhal
- 07.09 Film: La Famille Blaireau Renard
- 08.08 D.Anime: Madagascar
- 09.19 D.Anime: Momolu Et Ses Ami
- 10.36 Doc: All The Answers
- 11.10 Doc: On Wild Trails
- 13.54 Doc: Silicon Desert
- 15.00 D.Anime: Momolu Et Ses Ami
- 15.19 D.Anime: Story Time With...
- 16.22 D.Anime: Robin De Bois
- 16.46 D.Anime: Jungle Book...
- 17.03 D.Anime: Zig's Space Ranger
- 17.43 Doc: Little Gourmet
- 18.00 Doc: In Good Shape
- 18.30 Doc: The Kiel Canal
- 19.02 Mag: Business Africa
- 20.01 Tele: Un Amour Sauvage
- 20.53 Doc: Natural Wonders
- 21.45 Film: Fire With Fire
- 23.25 Doc: Superpower Laughter

- 08.00 Dil Ko Tumse Pyaar Hua
- 20.01 Na Umra Ki Seema Ho
- 12.08 Udaariyaan
- 14.02 Anupamaa
- 16.00 Shrimad Ramayan
- 17.30 Vidrohi
- 18.30 Film: Kambakkht Ishq
- With: Akshay Kumar, Viraj Shergill, Kareena Kapoor, Simrita 'Sim' Rai, Aftab Shivdasani
- 21.00 Keh Doon Tumhein
- 21.30 Crime Patrol

dimanche 15 mars

- 03.36 L'Homme Qui Valait Trois...
- 04.33 Tele: Lying Heart
- 05.18 Doc: Not About Music
- 05.56 Film: Australia
- 08.35 Serial: Elementary
- 09.16 Film: Escape Room
- 10.40 Your Love Is My Fortune
- 11.30 Tele: Un Amour Sauvage
- 12.34 Film: Texas Nous Voila
- 14.30 Doc: Top Dive Sites
- 15.00 Live: Samachar
- 15.30 Film: The Shamer's Daughter
- 17.30 Doc: Visionary Gardens
- 18.00 Samachar
- 18.30 Serial: Dance Deewane
- 19.30 Le Journal
- 21.10 Film: Unlocked
- 23.07 Serial: S.W.A.T.
- 23.47 Le Journal
- 00.24 Terra Nostra

- 08.40 Local: Profil
- 08.55 Local: Les Petits Genies
- 09.30 26em Edision Festival Kreol
- 11.00 Local: Nu Rasinn
- 12.30 Emotion En Avant Plan
- 14.25 La Route Des Epices
- 15.24 Local: Les Petits Genies
- 16.03 Local: As One People As One Nation Emission
- 18.00 Tele: Wildflower
- 19.00 Zournal Kreol
- 19.33 Glwar Dantan
- 20.30 Local: Ougadi 2026
- 21.30 Finals Of The Elocution...
- 22.38 Local: Clin D'oeil
- 22.53 La Journee Sous Le Regard
- 23.00 Zournal Kreol Rediffusion
- 23.20 Local: Coin Jardin
- 23.33 Local: Ecriture Mauricienne
- 00.10 Rodrig: Zenn Aktif
- 00.21 Local: Metie

- 05.00 Mag: Aastha TV
- 08.00 Local: Puranya Pakwan
- 10.30 Serial: Mahabharat
- 12.00 Film: Ghayal
- Starring: Sunny Deol, Meenakshi Seshadri, Raj Babbar
- 15.00 Live: Samachar
- 15.20 Local: Puranya Pakwan
- 15.48 Duniya Mein Iss Saptah
- 16.02 MBC Prod Saturday
- 18.00 Samachar
- 18.32 Celebrating Timeless Romance
- 20.41 Serial: Tenali Rama
- 21.03 Serial: Crime Patrol
- 22.32 Sajjanwa Bairi Ho Gaile Hamar
- 23.36 Celebrating Timeless Romance
- 04.56 Film: Ghayal

- 06.00 D.Anime: Ready Jet Go!
- 08.19 D.Anime: Madagascar
- 08.43 D.Anime: Word Party
- 10.00 Serial: Sept Nains Et Moi
- 10.43 Doc: All The Answers
- 13.08 Doc: Legendary Hotels
- 15.04 D.Anime: Momolu Et Ses Ami
- 15.41 D.Anime: Riley Rocket
- 16.03 D.Anime: Sam Le Pompier
- 16.13 D.Anime: Les Enquetes De...
- 16.22 D.Anime: Robin Des Bois
- 16.48 D.Anime: Jungle Book
- 17.06 Zig's Space Rangers
- 17.43 Doc: Little Gourmet
- 18.00 Mag: Rev Special
- 18.36 Doc: Brilliant Corners
- 19.30 Mag: Arts Unveiled
- 20.00 Tele: Un Amour Sauvage
- 21.45 Film: Osterman Week-End
- Cast: Rutger Hauer, John Hurt, Craig T. Nelson

- 00.45 Na Umra Ki Seema Ho
- 02.46 Udaariyaan
- 04.20 Anupamaa
- 06.50 Shrimad Ramayan
- 08.00 Dhruv Tara
- 10.05 Kundali Bhagya
- 12.10 Dance Deewane
- 14.00 Pyaar Ka Pehla Adhyaya
- 16.00 Wagle Ki Duniya
- 18.30 Film: Kya Yehi Pyaar Hai
- Cast: Aftab Shivdasani, Rahul Tiwari, Ameesha Patel

lundi 16 mars

- 04.28 Tele: L'Amour Invincible
- 04.48 Tele: Living To Love
- 06.15 Tele: Le Roman De La Vie
- 07.04 L'Homme Qui Valait Trois...
- 07.48 Tele: All The Flowers
- 08.09 Tele: Un Amour Sauvage
- 09.00 Tele: La Desalmada
- 09.30 Film: Around The World In 80 Days
- 11.30 Tele: Happily Ever After
- 12.00 Le Journal
- 12.25 Tele: Mademoiselle
- 13.15 Tele: Your Love Is My Fortune
- 13.45 Tele: L'Amour Invincible
- 15.00 Samachar
- 15.30 Serial: Columbo
- 17.29 Tele: Happily Ever After
- 18.00 Samachar
- 18.31 Serial: Shiv Shakti
- 19.07 Live: Grand Titre
- 20.18 Serial: Quantico
- 21.00 Serial: Berlin Station

- 09.24 Local: Glwar Dantan
- 10.09 Local: Clin D'Oeil
- 10.48 Rodrig: Plat Du Chef
- 11.00 Local: Les Klips
- 12.00 Local: Nu Rasinn
- 13.16 La Journee Sous Le Regard
- 14.30 Local: Glwar Dantan
- 15.59 Local: Les Klips
- 16.51 La Journee Sous Le Regard
- 17.00 Morisien Konn Ou La Sante
- 18.05 Tele: L'Amour Invincible
- 18.30 Tele: Le Secret Des Roldan
- 19.00 Zournal Kreol
- 19.30 Rodrig: Feminin Pluriel
- 20.34 Local: Tous Egaux
- 21.00 Morisien Konn Ou La Sante
- 21.30 Local: 19 Minutes - Le Point
- 22.21 Local: Paroles Agricoles
- 22.50 Local: Grand Titre
- 23.10 Zournal Kreol Rediffusion
- 23.30 La Journee Sous Le Regard du Seigneur

- 05.00 Mag: Aastha TV
- 09.00 Aaj Ki Charcha
- 10.00 Local: Sajjanwa Bairi Ho Gaile Hamar
- 12.00 Film: Manzil
- Cast: Amitabh Bacchan, Moushumi Chatterjee
- 15.00 Samachar
- 15.51 Kundali Bhagya
- 17.30 Shiv Shakti
- 18.00 Live: Samachar
- 18.31 MBC Prod Monday
- 18.57 VED Ki Shiksha
- 19.24 Excerpts From Shiv Abhishek
- 20.30 Dharm Yoddha Garud
- 21.00 Film: Aasmaan
- Cast: Rajiv Kapoor, Tina Munim
- 23.26 Mere Sai
- 00.15 Wagle Ki Duniya

- 06.25 Mag: Rev Special
- 06.52 Mag: Arts Unveiled
- 07.22 Doc: Les Poissons, Pas Si...
- 09.43 Doc: Troubled Teen Industry...
- 11.01 Mag: Rev Special
- 11.19 Mag: Travel
- 11.32 Doc: Brilliant Corners
- 12.25 Mag: Arts Unveiled
- 15.00 Serial: Momolu Et Ses Amis
- 15.15 D.Anime: Story Time With...
- 15.30 D.Anime: Baby Einstein 2
- 16.00 D.Anime: Sam Le Pompier
- 16.24 Les Enquetes De Maelys
- 16.46 D.Anime: Jungle Book
- 17.40 Doc: Little Gourmet
- 18.00 Mag: Eye On SADC
- 18.31 Mag: Choices
- 19.30 Mag: In Good Shape
- 20.01 Tele: Un Amour Sauvage
- 20.30 Live: News
- 20.53 Tele: Asintado
- 21.40 Film: Ithaca

- 14.25 Radha Mohan
- 14.58 Dharm Yoddha Garud
- 15.26 Film: Love Aaj Kal
- Starring: Rishi Kapoor, Saif Ali Khan, Deepika Padukone, Giselli Monteiro
- 18.00 Samachar
- 18.31 Kundali Bhagya
- 19.00 Udaariyaan
- 19.30 Dil Ko Tumse Pyaar Hua
- 20.05 Na Umra Ki Seema Ho
- 20.30 Shrimad Ramayan



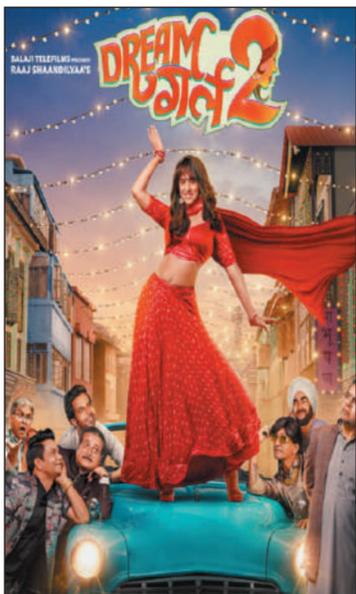
Mardi 17 Mars - 21.00



Mercredi 18 Mars - 21.40



Mercredi 18 Mars - 15.00



Programme TV



	MBC 1	MBC 2	MBC 3	MBC 5	Bollywood TV
mardi 17 mars	04.21 Tele: L'Amour Invincible 05.30 Tele: Le Roman De La Vie 09.00 Tele: La Desalmada 09.30 Film: Die Hard 11.33 Tele: Happily Ever After 12.00 Le Journal 12.25 Tele: Mademoiselle 13.15 Tele: Your Love Is My Fortune 13.45 Tele: L'Amour Invincible 14.10 Tele: Asintado 15.30 Film: Alien 3 17.30 Tele: Happily Ever After 18.00 Samachar 18.31 Serial: Shiv Shakti 18.55 Kyunki Saas Bhi Kabhi Bahu Thi 19.30 Le Journal 20.17 Film: Venus D'Ailleurs 21.01 Film: Taken 3 22.46 Tele: Mademoiselle 23.31 Le Journal	09.10 Local: Encounter 09.35 Morisien Konn Ou La Sante 10.34 Local: Mangeons Veg 11.09 Local: 19 Minutes - Le Point 11.35 Local: Grand Titre 13.46 La Journee Sous Le Regard 13.50 Mon Jardin Ma Maison 15.04 Rodrig: Careme 16.37 La Journee Sous Le Regard 16.42 Local: Le Mag 18.00 Tele: L'Amour Invincible 18.30 Tele: Le Secret Des Roldan 19.25 Local: Itinerer Rodrig 19.45 Local: Toc Toc Doc 20.00 Local: Anou Kombat Ladrog 20.30 Local: Priorite Sante 21.31 Local: Le Mag 22.14 Rodrig: 13 Minit Natir... 22.37 Local: Le Challenge 22.53 La Journee Sous Le Regard 23.00 Journal Kreol Rediffusion	08.00 Local: Ved Ki Shikshahein 08.27 Excerpts From Shiv Abhishek 09.07 Aaj Ki Charcha 10.00 Serial: Kundali Bhagya 11.31 Serial: Shiv Shakti 12.01 Film: Mere Humsafar Cast: Jeetendra, Sharmila Tagore 15.00 Live: Samachar 15.30 Sajjanwa Bairi Ho Gaile... 16.00 Serial: Dharam Patni 17.30 Serial: Shiv Shakti 18.00 Live: Samachar 18.31 Sayings Radha Krishna 18.57 Local: Hunabaaz 19.46 Local: Prakriti 20.30 Dharm Yoddha Garud 21.00 Film: Saajan Bina Suhagan Cast: Rajendra Kumar, Padmini Kohlapure	07.20 Mag: In Good Shape 08.29 Mag: Tomorrow Today 09.41 Doc: The Great Toilet Battle 11.36 Mag: Choices 11.59 Mag: The 77 Percent 12.57 Doc: The Antilles 13.40 Mag: Tomorrow Today 14.07 Doc: Odyssey Of The Orphan 15.00 D.Anime: Momulu Et Ses Ami 15.15 D.Anime: Story Time With... 15.32 D.Anime: Baby Einstein 2 15.56 D.Anime: Sam Le Pompier 16.12 D.Anime: Les Enquetes De... 16.40 D.Anime: Jungle Book... 17.07 D.Anime: Luna, Chip & Inkie 17.38 Doc: Little Gourmet 18.00 Mag: REV 18.45 Doc: Greatest Love Stories 19.00 Student Support Programme 20.01 Tele: Un Amour Sauvage 20.50 Doc: Natural Wonders	14.25 Radha Mohan 14.55 Dharm Yoddha Garud 15.25 Film: Tere Naam Starring: Salman Khan, Bhoomika Chawla 18.00 Live: Samachar 18.30 Kundali Bhagya 19.03 Udaariyaan 19.33 Dil Ko Tumse Pyaar Hua 20.06 Na Umra Ki Seema Ho 20.29 Shrimad Ramayan 21.07 Anupama 21.29 Pyaar Ka Pehla Adhyaya 22.04 Dhruv Tara 22.34 Wagle Ki Duniya 23.04 Mahabharat 23.30 Film: Tere Naam Starring: Salman Khan, Bhoomika Chawla
mercredi 18 mars	06.16 Serial: Le Roman De La Vie 08.09 Tele: Un Amour Sauvage 09.00 Tele: La Desalmada 09.30 Film: Tune In For Love 11.30 Tele: Happily Ever After 12.00 Le Journal 12.25 Tele: Mademoiselle 13.15 Tele: Your Love Is My Fortune 13.45 Tele: L'Amour Invincible 14.10 Tele: Asintado 15.00 Live: Samachar 15.25 Film: Taken 3 17.30 Tele: Happily Ever After 18.00 Live: Samachar 18.31 Serial: Shiv Shakti 18.55 Live: Grand Titre 19.30 Journal & La Meteo 20.10 Serial: New Amsterdam 21.00 Serial: S.W.A.T. 21.45 Tele: Mademoiselle 22.35 Tele: Happily Ever After	09.35 Local: Le Mag 10.27 Local: Saveurs Plus 11.03 Local: Le Challenge 12.01 Local: Ecriture Mauricienne 12.30 Serial: Marcher Avec Jesus 13.05 La Journee Sous Le Regard 14.04 Local: Nu Rasinn 15.45 Local: Glwar Dantan 16.35 La Journee Sous Le Regard 16.39 Local: Music Tour 2025 18.00 Tele: L'Amour Invincible 18.30 Tele: Le Secret Des Roldan 19.30 Rodrig Spor 20.00 Rubrique: Ugaadi 2025 20.27 Local: Parlons Sante Senior 21.00 Local: Agir Ensemble 21.30 Days Of Robotics And Inno.. 22.52 Local: Grand Titre 23.32 La Journee Sous Le Regard Du Seigneur 23.36 Local: Clin D'Oeil 23.51 Local: Friday With Jerry	08.26 Hunarbaaz Theme 09.00 Aaj Ki Charcha 10.00 Serial: Dharam Patni 11.31 Serial: Shiv Shakti 12.00 Film: Dharam Veer 15.00 Live: Samachar 15.21 Sayings Radha Krishna 16.00 Radha Mohan 17.30 Serial: Shiv Shakti 18.00 Live: Samachar 18.30 Vaad Vivaad 18.58 MBC Prod Wednesday 19.46 Local: Virasat 20.11 Local: Kaam Daam 20.30 Dharm Yoddha Garud 21.00 Film: Saiyaan Superstar Cast: Pawan Singh, Akshara 23.15 Serial: Mere Sai 00.04 Wagle Ki Duniya 00.21 Vaad Vivaad	08.56 Mag: Euromaxx 09.22 Doc: On Will Trails 11.06 Mag: REV 11.58 Mag: Made In Germany 12.50 Mag: Initiative Africa 13.16 Doc: Canada 14.02 Mag: Euromaxx 15.00 D.Anime: Momulu Et Ses Ami 15.15 D.Anime: Story Time With... 15.30 D.Anime: Baby Einstein 2 15.42 D.Anime: Les Quiquois 15.56 D.Anime: Sam Le Pompier 16.54 D.Anime: Luna, Chip & Inkie 17.17 Serial: Sept Nains Et Moi 18.00 Mag: Afrimaxx 18.30 Mag: Travel 18.45 Mag: Planet A 19.00 Student Support Programme 19.30 Doc: Healing Gardens 20.01 Tele: Un Amour Sauvage 21.40 Film: Unlocked Cast: Chun Woo-hee, Yim Si-wan...	14.25 Radha Mohan 14.50 Dharm Yoddha Garud 15.14 Film: Dream Girls 2 Starring: Ayushmann Khurrana, Ananya Panday, Paresh Rawal 18.00 Live: Samachar 18.31 Kundali Bhagya 19.02 Udaariyaan 19.33 Dil Ko Tumse Pyaar Hua 20.00 Na Umra Ki Seema Ho 20.31 Shrimad Ramayan 21.00 Anupama 21.28 Pyaar Ka Pehla Abhyaya 22.05 Dhruv Tara 22.30 Wagle Ki Duniya 23.00 Mahabharat 23.30 Film: Dream Girls 2 Starring: Ayushmann Khurrana, Ananya Panday, Paresh Rawal
jeudi 19 mars	06.16 Tele: Le Roman De La Vie 08.08 Tele: Un Amour Sauvage 09.00 Tele: La Desalmada 09.28 Film: The Book Thief 11.33 Tele: Happily Ever After 12.00 Le Journal 12.25 Tele: Mademoiselle 13.11 Tele: Your Love Is My Fortune 13.45 Tele: L'Amour Invincible 14.10 Serial: Asintado 15.30 Film: Around The World In 80 Days 17.12 Tele: Happily Ever After 18.00 Live: Samachar 18.31 Serial: Shiv Shakti 19.00 Kyunki Saas Bhi Kabhi Bahu 19.30 Le Journal 20.10 Film: Total Siyapaa Stars: Ali Zafar, Yami Gautam, Anupam Kher 22.39 Tele: Mademoiselle 23.04 Mag: Video Killed The Radio...	09.10 Local: Agir Ensemble 09.35 Days Of Robotics And Inno... 10.48 Local: Les Klips 11.40 Local: Grand Titre 12.07 Local: Palette 13.21 La Journee Sous Le Regard 13.51 Local: Saver Kiltirel 15.00 Local: Metie 15.48 Local: Saver Lokal 17.07 La Journee Sous Le Regard 18.00 Tele: L'Amour Invincible 18.30 Tele: Le Secrets Des Roldan 19.25 Local: Itinerer Moris 20.00 Rubrique: Ugaadi 2025 20.30 Local: Paroles Agricoles 21.37 Local: Le Mag 22.29 Local: Klip Seleksion 23.45 Local: Son Ladan Mem 00.08 Local: Memwar Dan Ros 00.34 Rodrig: Feminin Pluriel 00.54 Local: Tous Egaux	08.00 Local: Vaad Vivaad 10.00 Serial: Radha Mohan 11.30 Shiv Shakti 12.00 Film: Raju Chacha Cast: Ajay Devgn, Kajol 15.30 Sajjanwa Bairi Ho Gaile... 15.49 Na Umra Ki Seema Ho 16.27 Aaj Ki Charcha 17.07 Na Umra Ki Seema Ho 17.30 Serial: Shiv Shakti 18.00 Samachar 18.30 Local: Amrit Vani 18.43 Local: Bhajan Sandhya 19.08 Local: Yatra 19.28 Local: Ayush Arthritis 20.09 Hunarbaaz 20.37 Tenali Rama 21.03 Serial: Shiv Shakti 21.24 Yashomati Maiyya Ke Nandala 21.39 Serial: Mere Sai	06.25 Mag: Travel 08.37 Film: The Adventures Of Peanut And Pig 09.51 Film: Polly Pocket 11.00 Mag: Travel 11.48 Mag: Close Up 12.19 Doc: Invasive Fungal... 13.02 Mag: Unseen 13.30 Film: Super Wings 15.00 Film: Georges, Le Petit Curieux 16.26 Film: Le Tigre Qui S'invita Pour Le Thé 16.50 D.Anime: Jungle Book 16.58 D.Anime: Luna, Chip & Inkie 17.21 Serial: Sept Nains Et Moi 18.00 Mag: Eco India 18.45 Mag: Transforming Business 19.00 Student Support Programme 20.01 Tele: Un Amour Sauvage 20.55 Tele: Asintado	14.25 Radha Mohan 15.00 Tenali Rama 15.31 Film: Jajantaram Mamantaram Stars: Jaaved Jaafari, Aditya Pandit, Gulshan Grover, Chattan Singh 18.00 Live: Samachar 18.30 Kundali Bhagya 19.00 Udaariyaan 19.30 Dil Ko Tumse Pyaar Hua 20.00 Na Umra Ki Seema Ho 20.30 Shrimad Ramayan 21.02 Anupama 21.34 Pyaar Ka Pehla Adhyaya 22.01 Dhruv Tara 22.29 Wagle Ki Duniya 23.05 Serial: Mahabharat 23.31 Film: Film: Jajantaram Mamantaram Stars: Jaaved Jaafari, Aditya Pandit, Gulshan Grover...



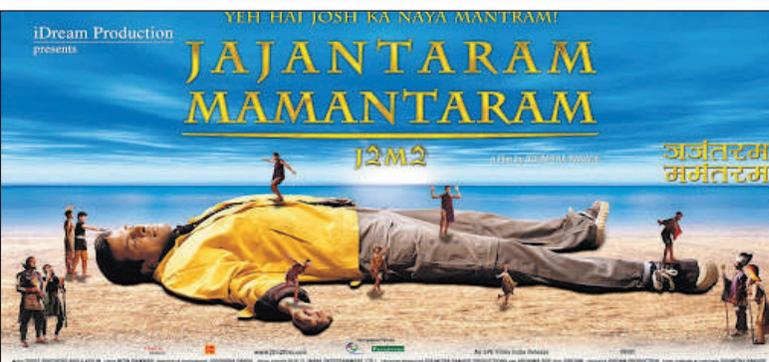
Jeudi 19 Mars - 15.30

Stars: Jaaved Jaafari, Aditya Pandit, Gulshan Grover, Chattan Singh



Jeudi 19 Mars - 20.10

Stars: Akshay Kumar, Katrina Kaif, Nana Patekar, Anil Kapoor, Feroz Khan





Nita Chicooree-Mercier

Le Savoir au Service de la Cité: Un Pilier de la Démocratie

Les grands pays dotés d'institutions modernes ont acquis une longue expérience en matière de gouvernance et une maturité dans la garantie de l'exercice démocratique. Les spécialistes, chercheurs, experts et professeurs d'université jouissent d'une totale liberté de s'exprimer sur les sujets qui relèvent de leur compétence et de publier des livres mis à la disposition du public. Leurs travaux explorent des domaines aussi divers que la sociologie, l'histoire, la science, l'économie, la finance, la médecine, la technologie et la politique. En agissant ainsi, ils assument pleinement leur fonction vis-à-vis de la société et des dirigeants politiques, car ces derniers n'ont pas tous la science infuse.

L'engagement des spécialistes répond à un besoin du public : celui d'être informé, d'approfondir sa propre réflexion et de comprendre ce qui se passe autour de lui, dans son environnement social et les grands mouvements ou soubresauts qui secouent le monde. Est-ce que cela signifie que le public est composé d'ignares et d'incultes? C'est très inégal. Certains sont bien équipés pour aborder et cerner les sujets majeurs qui concernent leur pays et la société tandis que d'autres disposent de peu de loisirs pour s'informer, tant ils sont sollicités par maintes obligations au quotidien. Et d'autres encore n'ont pas les données qui leur permettraient d'appréhender certains sujets. Ce qui compte, c'est qu'à divers degrés, le public trouve des réponses à ses interrogations.

Est-ce que tout le monde se rue vers les livres? Non. Mais les médias, la presse, les radios et chaînes de télévision prennent le relais en invitant les auteurs à prendre la parole, n'est-ce pas? Et pour les plus pressés, l'internet assure le service en différé au gré de leur disponibilité. De la même manière, les philosophes, penseurs et observateurs de la scène politique et sociale, sans être forcément bardés de diplômes, jouissent d'une grande liberté pour intervenir dans les médias, offrir une analyse plus approfondie et établir un contact avec leur audience, principalement sur les plateformes digitales.

Le but est de communiquer, d'analyser, d'informer, d'expliquer et d'éclairer les lanternes du bon peuple. Souvent, ce dernier trouve une confirmation ou un écho de ses propres pensées chez les invités de l'espace médiatique. C'est important pour les uns et les autres de ne pas se sentir isolés dans une société constamment menacée par les divisions et un monde où tout va très vite dans le bruit et la fureur.

Le but n'est pas de collectionner des 'likes' sur les réseaux sociaux ni de pousser les lecteurs ou l'audience à souscrire à l'opinion des auteurs. Loin de là. Les spécialistes et observateurs ne font que décrire la réalité. Elle est multiple, mais la vérité est une. Au public de s'en rendre compte ou pas.

Créer un espace libre pour que certaines personnalités puissent s'exprimer par écrit ou intervenir dans les médias est un des principes fondamentaux qui régissent les démocraties expérimentées. Cet exercice suscite des débats sains, constructifs et enrichissants. Une classe politique qui valorise le développement intellectuel de la société a tout à gagner à promouvoir le dialogue et créer des ponts entre divers protagonistes.

Mais rien n'est acquis pour de bon. À la conférence de Munich de 2025, le vice-président américain J.D. Vance, dans un discours incisif et sans prendre des gants, laissa les dirigeants européens stupéfaits en leur reprochant de grignoter et même de saboter les valeurs de liberté d'expression

de leurs citoyens, d'ignorer leur sentiment d'insécurité, tout en déplorant l'absence de courage dans certaines politiques qui compromettraient l'avenir de leur pays.

Néanmoins, cet espace de liberté de conscience, de

pensée et d'expression existe, et c'est aussi aux citoyens responsables et combatifs d'occuper cet espace afin de ne pas laisser les tentations liberticides monopoliser le débat public. Bien entendu, ces pays ont adopté un système qui ouvre la voie aux fonctionnaires que sont les universitaires, chercheurs et analystes pour s'engager en politique ou prendre la parole dans les médias. Qu'en est-il d'autres pays, ces démocraties où le public est privé d'un pont de communication avec ceux qu'il souhaiterait écouter et avec qui il voudrait dialoguer? Ou tout simplement donner son avis dans les médias, sauf s'ils sont triés sur le volet et s'alignent sur le discours officiel.



Wastewater Management Authority

VACANCY

The WMA is inviting applications from high caliber professionals for the post of **Deputy General Manager (Administration) - on Contract.**

A. QUALIFICATIONS:

A Degree in Administration or Management or Economics or Finance from a recognised institution or an equivalent qualification acceptable to the Board.

B. EXPERIENCE:

- (i) Reckon at least ten years' experience in a senior position in administration and management;
- (ii) Possess leadership and organising skills;
- (iii) Possess good analytical skills and to be able to adopt a multi-disciplinary approach to problem solving;
- (iv) Be conversant with modern trends and techniques in management;
- (v) Have a high sense of responsibility and maturity; and
- (vi) Be computer literate.

DURATION OF CONTRACT: one-year contract, with the possibility of renewal.

SALARY: Negotiable in the scale of Rs 118000 x 4000-130000 and other benefits as per PRB 2026

AGE LIMIT: 65 years

MODE OF APPLICATION

- Application forms and detailed list of duties are available at the Human Resource Section of the WMA and can be downloaded from our website: <https://www.wmamauritius.mu>
- Qualified candidates should submit their application form duly filled in and signed together with a comprehensive CV, copies of all academic and professional certificates and written evidence of knowledge/experience claimed to: **The General Manager, Wastewater Management Authority, Jerningham Street, Curepipe.**

CLOSING DATE OF APPLICATION

The closing date for submission of application is not later than **Wednesday 25 March 2026 at 15.30 hrs.**

Note: 1. Only the best qualified candidates will be considered.

2. The WMA reserves the right not to make any appointment as a result of this advertisement.
3. The post applied for should be clearly marked on the left hand corner of the envelope.
4. Late/incomplete application not made on the prescribed form will not be considered.
5. Candidates who possess an equivalent qualification to the prescribed qualification are requested to submit an Equivalence Certificate from Mauritius Qualification Authority or Higher Education Commission, as appropriate.

Wastewater Management Authority
Jerningham Street, Curepipe
Tel: 206 3000 / 206 3056
09 March 2026