

# Fidel gone and Trump looming, Cuban businesses count on more reforms

REUTERS, Havana

While mourning Fidel Castro's death in the breezy salon of her elegant private restaurant in Havana, Niuris Higuera also hopes the reforms that allowed her business to flourish will deepen, and survive any friction with US President-elect Donald Trump.

Cuba's Communist government eased restrictions on small businesses six years ago and restaurants - called paladares, or "palates" - have since boomed, helped by a surge of tourist dollars since a detente agreed in late 2014 with the United States.

The economic reforms were ordered by President Raul Castro, who took over as Cuba's leader when his older brother Fidel Castro fell seriously ill in 2006.

Fidel Castro, a Cold War communist icon who died on Friday at the age of 90, was more wary than his brother of opening up the economy and more mistrustful of the United States.

Most Cubans believe his reticence has encouraged hard-liners in the Communist Party leadership and the government bureaucracy to slow the pace of reforms in recent years.

And entrepreneurs like Higuera hope the reform drive that has advanced at a painfully slow pace and with fits and starts will now accelerate more smoothly now that Fidel Castro has passed on.

"For me, it has meant growth, stability, an opening," Higuera said of the market-style reforms as some of her 17 staff set chairs and tables as the first of the evening's well-heeled foreign guests arrived for dinner.

"Being an entrepreneur is lovely. It charges you with adrenaline," she said, recounting how as a 9-year-old she would help aunts make croquettes and desserts while her friends played hide-and-seek outside.

The signature dish at her restaurant Atelier is a sweet duck confit with dried fruits for \$13 - in a land where the average monthly salary is \$25.

As Cubans look at a future without the man who has defined their country's path since taking power in a 1959 revolution, many are worried by Trump's threats to scrap a rapprochement forged by outgoing President Barack Obama.

If he follows through on those threats, Trump could derail trade and travel ties that have created a surge in US visitors and included the first scheduled US airline flight to Havana in half a century on Monday.

Collin Laverty, who runs the Cuban Educational Travel Agency and also sponsors visits by Cuban entrepreneurs to the United States, said some plan to plead their case with Trump.

"A group of 50 or so of Cuba's top private restaurants, tech companies, car services, B&Bs and others are working on a letter to Trump asking him to continue opening space for better commercial relations," Laverty said.

Like many fellow Cubans, the 42-year-old Higuera said she feels a deep sense of loss as the nation bids farewell to Castro with a week-long commemoration and a cortege to his final resting place in eastern Cuba, the birthplace of his revolution.

"It's like a void you can't explain," she said. But she is also cautiously optimistic about the future. "I think ... the economy will continue to advance, the reforms have to happen."

The only Cuba-focused stock fund in the United States rallied 9.4 percent on Monday, a sign that investors expect Fidel Castro's death to allow for economic reforms.

Cuba watchers differ on how quickly Raul Castro might speed up the pace of change, and there are risks of retrenchment if Trump takes a tough approach. But those favoring more US

engagement hope Fidel Castro's passing will remove obstacles.

"He was the titular leader of the old guard suspicious of market mechanisms and a private sector seen by conservatives ... as corrupt, anti-patriotic and too open to foreign influences," said Richard Feinberg, a former national security adviser to US President Bill Clinton and author of a book on the Cuban economy.

Progress so far has been slow. Cuba has resisted opening wholesale markets for small businesses, for example, making it hard to source ingredients legitimately.

Higuera was one of many paladar owners called to meetings in September where they were warned not to break regulations such as a ban on seating more than 50 clients at a time and a requirement that they buy supplies at state retail outlets with huge mark-ups.

The government has also back-tracked on some reforms after they had led to more visible inequality and grumbling among the poor who are reliant on state wages and pensions.

At a recent Communist Party Congress, where Fidel Castro made one of his last public appearances, the 2010 reform plan was amended from prohibiting the accumulation of "property" to "property and wealth."

A year ago, the government scuttled market access for agriculture, once a centerpiece of Raul Castro's reform plans, and more recently it slapped price controls on private transportation catering to Cubans.

Yet, Trump remains the biggest question mark for many Cubans. He said on Monday he would end Obama's "deal" with Cuba if the communist government does not offer improvements for Cubans, Cuban-Americans and the United States.

He has also offended many Cubans with blunt tweets about Castro's demise.



Mohammed Abdullah Al Mamun, managing director of US-Bangla Airlines, and Kazi Wahidul Alam, editor of the Bangladesh Monitor, sign a deal at the airline's corporate office in Dhaka yesterday. US-Bangla will support the Chittagong International Tourism Fair-2016 as the title sponsor. The three-day fair organised by the travel and tourism fortnightly will start at the Peninsula Chittagong Hotel on December 1.



Aftab Mahmud Khurshid, group chief marketing officer of SSG, receives the Global Marketing Excellence Award 2016 for "Future is bright" corporate campaign, at the Global Marketing Excellence Awards 2016 from Nand Kishore Badami, chief marketing officer of Cisco India, at the World Marketing Congress.



Mustafizur Rahman, managing director of CAPM Venture Capital and Finance Ltd, and Swapan Kumar Roy, a general manager of Bangladesh Bank, sign a participation agreement at a programme at the head office of the central bank in Dhaka on Monday.

**গণপ্রজাতন্ত্রী বাংলাদেশ সরকার**  
ভূমি মন্ত্রণালয়  
প্রশাসন-১ অধিশাখা  
[www.minland.gov.bd](http://www.minland.gov.bd)  
স্মারক নং-৩১.০০.০০০০.০৩৫.৬৮.০২৫.২০১২-১৬৩১ তারিখঃ ২৭/১১/২০১৬খ্রিঃ

**অকেজো গাড়ি বিক্রয় বিজ্ঞপ্তি**

ভূমি মন্ত্রণালয়ের একটি অকেজো পুরাতন জীপ গাড়ি "যেখানে যে অবস্থায় আছে" এবং উহার রেজিস্ট্রেশন সনদ, ট্যাক্স টোকেন ও ফিটনেস সনদ "যে অবস্থায় যে পর্বন্ত নবায়ন আছে" ভিত্তিতে নিলামে বিক্রয়ের জন্য বাংলাদেশের প্রকৃত নাগরিক, অগ্রহী ক্রেতাদের নিকট থেকে সীলমোহরকৃত খামে দরপত্র আহ্বান করা যাচ্ছে। দরপত্র সিডিউলের মূল্য ৫০০/- (পাঁচশত) টাকা (অফেরতযোগ্য), যা যে কোন তফসিলী ব্যাংকের পে-অর্ডার/ব্যাংক ড্রাফট আকারে "উপসচিব (প্রশাসন-০১ অধিশাখা), ভূমি মন্ত্রণালয়, বাংলাদেশ সচিবালয়, ঢাকা" এর অনুকূলে জমা দিতে হবে। অকেজো গাড়িটি হাউজ #২০, রোড # ১/এ, গুলশান-১ (সুটিং ক্লাবের সামনে) ঢাকায় অফিস চলাকালীন সময়ে পরিদর্শন করা যাবে। অগ্রহী ক্রেতাগণকে সাদা কাগজে/নিজস্ব লেটারহেড এ ক্রেতামূল্য উল্লেখপূর্বক আগামী ১৪/১২/২০১৬ তারিখ বেলা ০১ঃ০০ ঘটিকার মধ্যে নিম্নস্বাক্ষরকারীর দপ্তরে দরপত্র জমা দিতে হবে। উক্ত দিবসে ০২ঃ০০ ঘটিকায় অগ্রহী ক্রেতার উপস্থিতিতে (যদি কেহ উপস্থিত থাকেন) দরপত্র খোলা হবে। দরপত্র সিডিউল বিক্রয়ের শেষ তারিখ ১৩/১২/২০১৬খ্রিঃ বিকাল ০৫ঃ০০ ঘটিকা পর্বন্ত। বিআরটিএ কর্তৃক গাড়িটির সংরক্ষিত মূল্য ৪,৪২,৫০০ (চার লক্ষ বিয়াল্লিশ হাজার পাঁচশত) টাকা মাত্র। দরপত্রে উদ্ধৃত মূল্যের ১০% ব্যাংক ড্রাফট/পে-অর্ডার আকারে নিম্নস্বাক্ষরকারীর বরাবরে সংযুক্ত করতে হবে।

**গাড়ির বর্ণনাঃ**  
১। গাড়ির ধরণ : পাজেরো জীপ।  
২। রেজিস্ট্রেশন নম্বর : ঢাকা মেট্রো-ঘ-১১-৫৫৮৪  
৩। নির্মাতা : মিতসুবিসি, জাপান।  
৪। প্রস্তুতকাল : ২০০২ইং।  
৫। অন্যান্য : ইঞ্জিন-পেট্রোল, ইঞ্জিন নং-৪এইচ ৮৫৬৩৫  
ঢেসিস নং-LWB(P)০০০০৯৭৫

৬। প্রদর্শনের স্থান : হাউজ # ২০, রোড # ১/এ, গুলশান-১ (সুটিং ক্লাবের সামনে) ঢাকা।

**শর্তাবলীঃ**  
১। দরপত্র জমা দেওয়ার শেষ তারিখ ১৪/১২/২০১৬খ্রিঃ বেলা ০১ঃ০০ ঘটিকা পর্বন্ত। রেজিস্ট্রিকৃত ডাকযোগে প্রেরিত দরপত্র উক্ত তারিখ ও সময়ের মধ্যে না পৌঁছাইলে গ্রহণযোগ্য হবে না।  
২। দরপত্র জমা দেওয়ার স্থানঃ প্রশাসন-১ অধিশাখা, ভূমি মন্ত্রণালয়, বাংলাদেশ সচিবালয়, ঢাকা।  
৩। দরপত্র গৃহীত হওয়ার চিঠি প্রাপ্তির ৭(সাত) দিনের মধ্যে অবশিষ্ট মূল্য পরিশোধ করিতে হইবে। বার্ষিক জামানত হিসেবে জমা দেয়া টাকা বাজেয়াপ্ত করাসহ সংশ্লিষ্ট দরপত্র বাতিল করা হবে।  
৪। জামানত ব্যতিত কোন দরপত্র গৃহীত হবে না।  
৫। দরপত্র সিডিউল ক্রেতায় ব্যতিত কোন দরপত্র/দরপত্র সিডিউলের ফটোকপি গ্রহণযোগ্য হবে না। নগদ টাকায় দরপত্র সিডিউল বিক্রি হবে না।  
৬। আইন/বিধি মোতাবেক ভ্যাট ও ট্যাক্সসহ অন্যান্য সরকারি পাওনা পরিশোধ করতে হবে।  
৭। কর্তৃপক্ষ যে কোন/সকল দরপত্র গ্রহণ বা বাতিল করার সিদ্ধান্ত নেয়ার অধিকার সংরক্ষণ করে।

মোঃ আব্বাছ উদ্দিন  
উপসচিব (প্র.-১)  
ফোনঃ ৯৫৪০০৮৫

জিডি-২৪৩১

## Samsung Electronics eyes separation in reform plan

AFP, Seoul

Samsung Electronics said Tuesday it was considering splitting the company into two as it faces growing pressure to overhaul its governance during a crucial power transfer in top management.

The announcement came as the South Korean electronics giant is seeking to ensure a smooth succession to Lee Jae-Yong, the firm's vice chairman and scion of the parent Samsung group's founding Lee family.

It is also struggling to contain the fallout from a global recall of its Galaxy Note 7 smartphone caused by exploding batteries as well as a snowballing political scandal in South Korea.

The firm said in a statement it would consider breaking into a holding firm and a producing and operating unit, and would take at least six months to study the option.

It also said it would increase its dividend payout to shareholders to more than 4 trillion won (\$3.4 billion) this year, up more than 30 percent from a year ago.

Other options on the table include plans to nominate at least one new independent board member with "global corporate experience" for approval at an annual shareholders' meeting next March.

The plans suggest the firm is listening to calls for change after US hedge fund Elliott last month urged it to divide into listed holding and operating firms to streamline a byzantine ownership structure.

The US firm also called for an increase in share dividends, the addition of new independent board members and a listing in New York.

The Lee family controls the vast Samsung group -- the South's top business group -- through a web of complicated cross shareholdings among its units including the flagship Samsung Electronics.

"Samsung addressed a strong determination to overhaul its governance structure," said Lee Sang-Hun, analyst at Hi Investment & Securities.

The latest announcement implies that the firm would eventually split to set up a holding company "in May or June next year", he added.

**Government of the People's Republic of Bangladesh**  
Office of the Project Director  
"Construction of Dual Gauge Rail Line Parallel to Existing Meter Gauge Line in Dhaka-Narayanganj Section" Project  
Bangladesh Railway, Railbhaban, Dhaka

**Invitation for Tenders (Goods)**

1	Ministry/Division	Ministry of Railways.				
2	Agency	Bangladesh Railway.				
3	Procuring entity name	Project Director, "Construction of Dual Gauge Rail Line Parallel to Existing Meter Gauge Line in Dhaka-Narayanganj Section" Project.				
4	Procuring entity code	Not used at present.				
5	Procuring entity district	Dhaka.				
6	Invitation for	Supply of Vehicles-2 (Two) Nos. Double Cabin Pick-Up and 1 Microbus.				
7	Invitation Ref. No.	54.01.2600.671.01.006.16-65				
8	Date	27.11.2016				
<b>KEY INFORMATION</b>						
9	Procurement method	Open tendering method (NCT).				
<b>FUNDING INFORMATION</b>						
10	Budget and source of funds	GOB (DRGA-CF).				
11	Development partners (if applicable)	Not applicable.				
<b>PARTICULAR INFORMATION</b>						
12	Project/programme code (if applicable)	5023				
13	Project/programme name (if applicable)	Construction of Dual Gauge Rail Line Parallel to Existing Meter Gauge Line in Dhaka-Narayanganj Section.				
14	Tender package No.	GD-3				
15	Tender package name	Supply of Vehicles-2 (Two) Nos. Double Cabin Pick-Up and 1 Microbus.				
16	Tender publication date	-				
17	Tender last selling date	13.12.2016				
		Date Time				
18	Tender closing date and time	14.12.2016 12.00 hrs				
19	Tender opening date and time	14.12.2016 12.30 hrs				
20	Name & address of the office(s)	Address				
	-Selling tender document (principal)	Project Director & Director (Procurement), Bangladesh Railway, Railbhaban (Room No. 407), Abdul Gani Road, Dhaka.				
	-Selling tender document (others)	Divisional Engineer/1, Bangladesh Railway, Kamalapur, Dhaka.				
	-Receiving tender document	Project Director & Director (Procurement), Bangladesh Railway, Railbhaban (Room No. 407), Abdul Gani Road, Dhaka.				
	-Opening tender document	Project Director & Director (Procurement), Bangladesh Railway, Railbhaban (Room No. 407), Abdul Gani Road, Dhaka.				
21	Place/date/time of pre-tender meeting	Date Time				
		N/A N/A				
<b>INFORMATION FOR TENDERER</b>						
22	Eligibility of tenderer	Specified in tender document.				
23	Brief description of related services	Supply of Vehicles-2 (Two) Nos. Double Cabin Pick-Up and 1 Microbus.				
24	Package No.	Identification of lot	Location	Price of tender document (Tk)	Tender security amount (Tk)	Completion time in weeks/months
	GD-3	Supply of Vehicles-2 (Two) Nos. Double Cabin Pick-Up and 1 Microbus with registration and related arrangement for new vehicle	Dhaka	Tk 3,000.00	2,80,000.00	30 (thirty) days
<b>PROCURING ENTITY DETAILS</b>						
25	Name of official inviting tender	Al Fattah Md. Masudur Rahman.				
26	Designation of official inviting tender	Director (Procurement), Bangladesh Railway, Railbhaban, Dhaka & Project Director.				
27	Address of official inviting tender	Bangladesh Railway, Railbhaban, Room No. 407, Abdul Gani Road, Dhaka.				
28	Contact details of official inviting tender	Tel: +88-02-9556135		Fax No. +88-02-9563413		
		E-mail: dirp@railway.gov.bd				
29	The procuring entity reserves the right to accept or reject all tenders.					
	Al Fattah Md. Masudur Rahman Director (Procurement) Bangladesh Railway, Railbhaban, Dhaka & Project Director					

DG/PR-111  
GD-2421