

**Action plan for the Memorandum of Cooperation
for the development of
Global Business Service Centres**

Number	Tasks	Responsible	Deadline
Cooperation with existing GBSCs			
1	Encourage the establishment of an association for GBSCs in Latvia.	<ul style="list-style-type: none"> • Ministry of Economics (MoE), 	31.12.2018.
2	Organize information seminars to promote meaningful cooperation and understanding of high value added GBSCs.	<ul style="list-style-type: none"> • Investment and Development Agency of Latvia (IDAL) • Ministry of Economics (MoE), 	31.12.2018.
3	Participate jointly in international sector conferences such as the 6th Annual CEE Shared Services and Outsourcing Awards, Deloitte Shared Service Conference 2018, and SSOW conference in Vilnius.	<ul style="list-style-type: none"> • National Alliance of Real Estate Developers (NARED) • Riga City Council (RCC) • Ministry of Economics (MoE) • Investment and Development Agency of Latvia (IDAL) • Global Business Services Centers (GBSC) 	31.12.2018.
4	Organize meetings with company leaders from the GBSC sector, facilitate the expansion of existing business centres and invite companies to offer more evolved services.	<ul style="list-style-type: none"> • Ministry of Economics (MoE) • Investment and Development Agency of Latvia (IDAL) • Association of Latvian Commercial Banks (ALCB) • Riga City Council (RCC) • National Alliance of Real Estate Developers (NARED) 	31.12.2018.
5	Create a database of detailed and topical information about Latvia and existing GBSCs.	<ul style="list-style-type: none"> • Investment and Development Agency of Latvia (IDAL) 	31.12.2018
6	Develop an action plan for the necessary legal amendments (labour law, improvements in tax application, rental law) to improve the environment of the GBSC sector. Include the identified solutions in the	<ul style="list-style-type: none"> • Association of Latvian Commercial Banks (ALCB) • Ministry of Economics (MoE) • National Alliance Of Real Estate Developers (NARED) 	31.12.2018.

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Number	Tasks	Responsible	Deadline
	Action plan to improve the business environment.	<ul style="list-style-type: none"> Global Business Services Centers (GBSC) 	
Enhance local expertise through support programmes			
1	Language learning support for GBSC employees, with related expenses partly covered.	<ul style="list-style-type: none"> Ministry of Economics (MoE) Investment and Development Agency of Latvia (IDAL) 	31.12.2018.
2	Facilitate the upgrade of skills and advanced vocational training (in-depth IT knowledge, AI, robotics, automation, Scandinavian languages) to meet the current labour market demands, and to support requalification of older workers.	<ul style="list-style-type: none"> Ministry of Economics (MoE) Riga City Council (RCC) 	31.12.2018.
3	Prepare a technical and economic feasibility study for an international-level IT college.	<ul style="list-style-type: none"> Ministry of Economics (MoE) 	31.12.2020.
Provision of missing resources			
1	Develop a plan for urban development stimuli and necessary infrastructure to meet GBSC needs, in accordance with the city's development planning priorities.	<ul style="list-style-type: none"> Riga City Council (RCC) 	31.12.2020.
2	To facilitate building at least 200,000m ² of office space in accordance with GBSC requirements.	<ul style="list-style-type: none"> National Alliance of Real Estate Developers (NARED) 	31.12.2020.
3	Analyse and identify procedural barriers met by businesses in attracting highly-skilled employees. Develop suggestions for streamlining the processing of work permits for highly-qualified workforce.	<ul style="list-style-type: none"> Association of Latvian Commercial Banks (ALCB) Global Business Services Centers (GBSC) Ministry of Economics (MoE) 	31.12.2018.
4	Support more new property development projects.	<ul style="list-style-type: none"> National Alliance of Real Estate Developers (NARED) 	31.12.2020.
Promotion of the sector's development both in Latvia and on the international level			

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Number	Tasks	Responsible	Deadline
1	Develop CV and cover letter outlining perspectives of GBSC in Riga for reaching out to potential investors.	<ul style="list-style-type: none"> Ministry of Economics (MoE) Investment and Development Agency of Latvia (IDAL) 	31.08.2018.
2	Create a GBSC section on the website of the Investment and Development Agency of Latvia (LIAA) highlighting key advantages of Latvia (flight connections, infrastructure, work culture, etc.)	<ul style="list-style-type: none"> Investment and Development Agency of Latvia (IDAL) 	31.12.2018.
3	Determine the TOP 10 companies to attract to Latvia. Organize informational visits, presenting Riga and Latvia as the most attractive investment destination in north-eastern Europe.	<ul style="list-style-type: none"> Ministry of Economics (MoE) Riga City Council (RCC) Investment and Development Agency of Latvia (IDAL) Global Business Services Centers (GBSC) Association of Latvian Commercial Banks (ALCB) 	31.12.2018.
4	Organize a GBSC conference in Riga.	<ul style="list-style-type: none"> Investment and Development Agency of Latvia (IDAL) Riga City Council (RCC) Ministry of Economics (MoE) Association of Latvian Commercial Banks (ALCB) Global Business Services Centers (GBSC) 	01.01.2020.
5	Advertise Riga as a GBSC destination by participating in international conferences and other events.	<ul style="list-style-type: none"> Working group 	01.01.2020.
6	Address government and members of Saeima, introducing them to the GBSC development process and its goals.	<ul style="list-style-type: none"> Association of Latvian Commercial Banks (ALCB) Global Business Services Centers (GBSC) Ministry of Economics (MoE) 	31.12.2018.
7	Organize career days to promote the concept of high value-added GBSC.	<ul style="list-style-type: none"> Global Business Services Centers (GBSC) 	31.12.2019.