

PERSONAL INFORMATION

Iveta Reinholde

WORK EXPERIENCE

- 06/2020- up to date **Professor in public administration, vice-dean for research (since 2024)**
University of Latvia, Faculty of Economics and Social Sciences, Aspazijas blv 5, Riga, LV1019, Latvia
www.lu.lv/eszf
- 04/2013-up to date **Independent expert**
Congress of Local and Regional Authorities, Council of Europe (Strasbourg) www.coe.int
- 10/2021- 07/2025 **Member of board, European Confederation of Institutes of Internal Audit**
Brussels, Belgium www.eciaa.eu
- 09/2005 – 2020 **associate professor, head of department**
University of Latvia, Faculty of Social Sciences, Lomonosova street 1a, Riga, LV1019, Latvia
www.lu.lv/szf
- 01/2001-01/2004 **Marketing director, consultant**
Zygon Baltic Consulting, Latvian-UK joint venture, Elizabetes street 2, Riga, Latvia www.zygon.lv
- 01/2000-12/2001 **Head of Public Administration Unit**
Secretariat to Minister of Special Tasks on Public Administration reform, Raina Blv 4, Riga, Latvia
- 10/1997-01/2000 **Senior desk officer**
Bureau of Public Administration Reform, Raina Blv 4, Riga, Latvia

EDUCATION AND TRAINING

- 09/2001-10/2005 **PhD in Political Science (Public administration and management)**
Faculty of Social Sciences, University of Latvia (Latvia)
- 09/1999-06/2001 **MA in Political Science-European Studies**
University of Latvia (Latvia)
- 09/1995-06/1999 **BA in Political Science**
University of Latvia (Latvia)

PERSONAL SKILLS

Mother tongue(s) Latvian

Other language(s)

	UNDERSTANDING		SPEAKING		WRITING
	Listening	Reading	Spoken interaction	Spoken production	
English	C2	C2	C2	C2	C2
Russian	C2	C2	C2	C2	C1

Levels: A1/2: Basic user - B1/2: Independent user - C1/2 Proficient user
Common European Framework of Reference for Languages

Communication skills

- Teamwork and team building (including international teams);
- Training on team development, leadership and personal development issues, as well as consulting;
- Certified mediator (2012)

Job-related certifications

- Certified environmental system manager and auditor (ISO 14001, EMAS) since 2015
- Certified internal auditor since 2002
- Certified quality manager (ISO 9001) since 2002
- Certificate of accountant (2011)
- Assessor and self-assessment training for EFQM, Investors in Excellence, BetaPlus Self-Assessment (since 2006)
- CMC (certified management consultant - international professional certificate for management consulting professionals in UK) since June 2009.
- Certified Scrum Master, Agile Leadership, 2022.
- Certified international ESG auditor, 2025
- COSO Internal control certificate, 2025
- COSO ERM (Enterprise risk management) certificate, 2025

List of the most relevant publications

2025	Reinholde, I., Stučka, M., Auliciema, I. (2025). Bridging Levels of Governance: The Dynamics of Vertical and Horizontal Intergovernmental Relations in Latvia. In: Behnke, N., Petersohn, B. (eds) Horizontal Intergovernmental Coordination at Local and Regional Levels. Palgrave Macmillan, Cham. https://doi.org/10.1007/978-3-031-83567-4_10
2025	Potapovs M., Reinholde I., Teters K. (2025) Governance of the Latvian Cybersecurity Ecosystem. In: Potapovs, M., & Kanasta, K.E. (Eds.). (2025). Cybersecurity in Latvia: Forging Resilience amidst Emerging Threats (1st ed.). Routledge. https://doi.org/10.4324/9781003638858
2025	Reinholde I., Tripāne M., Stučka M. (2025). Towards transparent patronage: the Baltic approach. In: Peters B.G., Knox C., Panizza F., Larraburu R.C., Staroňová K. (eds) Handbook of Politicization and Political Patronage. Edward Elgar Publishing, ISBN: 103532623X
2025	Reinholde, I., Beinaroviča, I. D., Stučka, M., & Jarockis, A. (2025). Policy Coordination Frameworks in the New Reality. In Public Administration in the New Reality (pp. 99-124). Singapore: Springer Nature Singapore.
2024	Reinholde I., Stučka M., Valtenbergs V., Auers D. (2024) Latvia Report. Sustainable Governance Indicators 2024. Bertelsmann Stiftung. https://www.bertelsmann-stiftung.de/de/publikationen/publikation/did/latvia-report-sgi-2024
2024.	Reinholde, I., Abolina, I. and Auliciema, I. (2024), "Wicked Nature of Sustainability Problems in Latvia", Lippi, A. and Tsekos, T.N. (Ed.) Policy Capacity, Design and the Sustainable Development Goals, Emerald Publishing Limited, Leeds, pp. 143-160. https://doi.org/10.1108/978-1-80455-686-320241010
2024	Guogis, A., Smalskys, V., Reinholde, I., Bileišis, M., Klimovsky, D., Gavkalova, N. (2024). Public administration modernization: regularities of normative concept application. Eastern-European Journal of Enterprise Technologies, 3 (13 (129)), 70–78. https://doi.org/10.15587/1729-4061.2024.304594
2023	Toleikienė, R.; Juknevičienė, V.; Rybnikova, I.; Menzel, V.; Abolina, I.; Reinholde, I. Main Challenges of E-Leadership in Municipal Administrations in the Post-Pandemic Context. Adm. Sci. 2024, 14, 88. https://doi.org/10.3390/admsci14050088
2023	Guogis A. , Gudelis D. , Smalskys V. , Rakšnys V.A. , Šukvietienė A. , Reinholde I. , (2023). Research on the Development of Public Administration in Lithuania. <i>Bestuur</i> , Vol.11, No.2, December, 2023, pp. 312-332. https://dx.doi.org/10.20961/bestuur.v11i2.80300 or https://jurnal.uns.ac.id/bestuur/article/view/80300/pdf
2022	Reinholde, I., Stučka, M., Ābolina, I. (2022). Advisory Councils at the Local Level: Do they Add Value for Participation?. In: Egner, B., Heinelt, H., Lysek, J., Silva, P., Teles, F. (eds) Perspectives on Local Governance Across Europe. Palgrave Studies in Sub-National Governance. Palgrave Macmillan, Cham. https://doi.org/10.1007/978-3-031-15000-5_12

2022	Reinholde I., Stučka M., (2022). Latvia: Electoral drama in local governments. In: Gendźwiłł A., U Kjaer U., Steyvers K. 'Routledge Handbook on Local Elections and Voting in Europe' Routledge International Handbooks.
2022	Reinholde I. (2022). Latvia: Designing Reforms, Understanding Change, and Anticipating Hope. In: A. Baimenov and P. Liverakos (eds.), Public Service Evolution in the 15 Post-Soviet Countries, Palgrave Macmillan., https://doi.org/10.1007/978-981-16-2462-9_9
2021	Reinholde I., Āboliņa I., Stučka M. (2021) Local State-Society Relations in Latvia. In: Teles F., Gendźwiłł A., Stănuș C., Heinelt H. (eds) Close Ties in European Local Governance. Palgrave Studies in Sub-National Governance. Palgrave Macmillan, Cham. https://doi.org/10.1007/978-3-030-44794-6_16
2020	Sakalauskaitė G., Šaparnienė D., Reinholde I. Accessible tourism development in the postsoviet country context: a case of Klaipėda city, Lithuania. Scientific Papers of the University of Pardubice, Series D, Faculty of Economics and Administration No. 1/2020 Vol. XXVIII. Pp.126-137. SSN 1804-8048 (Online)
2020	Joniškienė, J., Šaparnienė, D., Juknevičienė, V., Limba, T., Reinholde, I.. Governance mechanisms and collaborative value creation in cross-sector partnerships: Case of NGOo and business. Entrepreneurship and Sustainability Issues, 2020, 8(1), pp. 1012–1028
2019	Reinholde, I., Stucka, M., Urban governance in Latvia: feeling urban and thinking rural. In: Armondi S., De Gregorio Hurtado S. (2019), Foregrounding Urban Agendas: The New Urban Issue in European Experiences of Policy Making, (The Urban Books Series) Springer, Switzerland
2019	Reinholde I., Stučka M. La rémunération du travail politique en Lettonie. Entre cadre national et adaptations locales. In: Le Saout R. (ed.) La rémunération du travail politique en Europe. Berger- Levrault, 2019. ISBN:978-2-7013-2035-9
2018	Johnsen A., Reinholde I. Urban Governance in Europe: Introduction. Scandinavian Journal of Public Administration. 2018: (22)1, p.3-8. ISSN:2001-7405
2018	Navarro C., Karlsson D., Magre J., Reinholde I. Mayors in the Town Hall: Patters of Relations and Conflict Among Municipal Actors. In: Heinelt H., Magnier A., Cabria M., Reynaert H (eds) Political leaders and changing local democracy. The European mayors. Palgrave Macmillian 2018.
2017	Reinholde I. Path-dependence of reforms in Latvia: a towards New Public Governance. Economic Science for Rural Development 2017. Nr.46. pp. 149- 157. ISSN 1691-3078
2017	Šaparniene D., Meškyte D, Reinholde I. Tendencies of improvement of local self-government in political parties programmes and their implementation. Scientific Papers of the University of Pardubice, Series D, 40/2017 ISSN 1804-8048
2016	Jan-Hinrik Meyer-Sahling, Barbara Janta, Iveta Reinholde, Christian van Stolk . Hidden costs of cuts: Austerity, civil service management and the motivation of public officials in Central and Eastern Europe after the crisis. European Journal of Government and Economics Vol. 5, N 2 (2016), p.120-137. , URL: http://www.ejge.org/index.php/ejge ISSN 2254-7088.
2016	Monica Kjørstad, Harald S. Koht, Iveta Reinholde, Geir C. Tufte. Legal Norms, Professional Values, and Practical Ethics in Local Government: Elderly Care in Latvia, Lithuania, and Norway : Normas legales, valores profesionales y prácticas éticas en el gobierno local: el cuidado de personas mayores en Letonia, Lituania y Noruega. Barataria. Revista Castellano-Manchega de Ciencias Sociales Vol. 21 (2016), p.[131]-149. http://dx.doi.org/10.20932/barataria.v0i21.197 , URL: http://revistabarataria.es/web/index.php/rb/article/view/197/291 ISSN 1575-0825.
2016	Reinholde I., Koht H. From central control to local initiative: Regional development in Latvia and Norway. Public Policy and Administration 2016. Vol. 15 (2) (2016), p.290-301.
2016	Guogis A., Reinholde I., Orlova L.U. Democracy and Governance in Public Services: the Case of Residential Care in Lithuania. Croatian Journal of Social Policy, 2016., Vol.23., No.2., pp.181-196
2015	Reinholde I. Latvia. In Ozolina Z. (ed.) <i>Gender and human security</i> . Zinātne. 2015.
2015	Reinholde I., Koht H. From Pre-Weber to Post-NPM: Challenges to Modernization of Public Administration in Latvia and Norway. In: Gajduschek., Kovač P. (eds): <i>Contemporary Governance Models and Practices in Central and Eastern Europe</i> . NISPAcee Press, Bratislava, 2015.
2015	Reinholde I. "Parallel reforms and double efforts": Latvia's experience reforming administration". <i>Social Research</i> , 2015
2014	Reinholde I., Koht H. Challenges to the study of modernisation of public administration in Latvia and Norway: From pre-Weber to Good Governance. Koht H., Veiden P (ed.) <i>Integration and Diversity in the Baltic Sea Region</i> . HIOA Report, 2014., pp.73-80. ISBN 978-82-93208-79-2
2014	Reinholde I., Tufte G. Bjorkquist C. Addressing "health in all policies" through regional and local authorities: Results from Latvia and Norway. Koht H., Veiden P (ed.) <i>Integration and Diversity in the Baltic Sea Region</i> . HIOA Report, 2014., pp.149-164. ISBN 978-82-93208-79-2

2014	Reinholde I. „Administration of Local Services for Older People in Latvia”. In: Kjørstad M., Tufte C.G. <i>Challenges from an ageing population: Legality, professionalism and practical ethics in care for older people in Latvia, Lithuania, and Norway</i> . Zinātne, 2014., pp. 41-62. ISBN 978-9984-879-57-4
2013	Reinholde I., „Human security: the new way to develop policies at national and local level of governance.” In: Šaparniene D., Mikolaityte J. (eds.) “Good Governance in Local Self-Government”, Siauliai, 2013., pp.65-69.
2012	Reinholde I., Tufte G.K. Challenges for welfare policies in Latvia and Norway. In: <i>Social work. Experience and methods. Complementary volume</i> . Vytautas Magnus University, 2012.
2010	Reinholde I., Palidauskaite J., Pevkur A. “A Comparative Approach to Civil Service Ethics in Estonia, Latvia and Lithuania.” <i>Journal of Baltic Studies</i> , Volume 41 , Issue 1, March 2010 , pages 45 – 71.
2010	Stead, Dominic, Martin de Jong and Iveta Reinholde. West-east policy transfer; the case of urban transport policy, in: Healey, Patsy and Robert Upton: <i>Crossing borders: Planning ideas and planning practices</i> . Routledge, 2010.
2008	Stead D., de Jong M., Reinholde I., „Urban Transport Policy Transfer in Central and Eastern Europe”. <i>DisP</i> 172, 1/2008, Volume 44, pp.62-73.
2007	Reinholde I “Multi-Level Governance in the EU: How Many Floors will the Building Have?” In: Ozolina Z. (ed.) <i>Latvia's View about the Future of the European Union</i> . Zinatne Publishers, 2007.
2007	Reinholde I. (ed.) <i>Daugavpils – the Guide for Development</i> . Zinatne, 2007. (in Latvian)
2006	Reinholde I. “What Latvian public administration has learned from the world – best practice or...?” In: Ozolina Z. (ed.) <i>Expanding borders: communities and identities</i> . Proceedings of the International Conference, Riga, November 9-11, 2005. University of Latvia, 2006
2005	Reinholde I. “Public management – research and application in Latvia”. In: Young L., Koht H. (eds) <i>Perspectives on the Public Sector and Social Policy for the 21st Century</i> . Proceedings of the Norwegian-Latvian Academic Conference, Oslo University College, 2005.
2004	Reinholde I., “Challenges for Latvian Public Administration in the European integration process” // Dimitrova A. (ed.) <i>Driven to Change. The European Union`s enlargement viewed from the East</i> . Manchester University Press, 2004.
2002	Reinholde I. “Introducing the Quality Management System: The Latvian Case”. In: Caddy J., Vintar M., <i>Building Better Quality Administration for the Public: Case studies from Central and Eastern Europe</i> . NISPAcee, 2002.
2001	Reinholde I., Jansone D., “Politico-Administrative Relations. The Case of Latvia.”// Verheijen T (ed.) <i>Politico-Administrative Relations: Who Rules?</i> , NISPAcee, 2001.
2001	Reinholde I., “Performance evaluation in the Latvian Public Administration”// Jabes J. (ed.) <i>Ten Years of Transition: Prospects and Challenges for the Future of Public Administration.</i> , NISPAcee, 2001.

Annex 2- List of policy papers produced:

Reinholde I. Latvia. In: Rakar I. (ed.) Public administration across Europe. Structure and top civil servants. A Technical Report No.1.- May 2020, University of Ljubljana. Pp.37-48., ISBN 978-961-262-119-3, <http://www.fu.uni-lj.si/si/zalozba/e-publikacije/>

Public administration in the EU member states. 2020 overview. https://ec.europa.eu/info/sites/default/files/2020-overview-ht0221885enn.en_.pdf

European Commission, Directorate-General for Structural Reform Support, Mackie, I., Fobé, E., Škarica, M., Reinholde I., et al., *Evidence-informed policy making : building a conceptual model and developing indicators*, Publications Office of the European Union, 2022, <https://data.europa.eu/doi/10.2887/81339>

European Commission, Directorate-General for Structural Reform Support, Mackie, I., Musa, A., Nemec, J., Reinholde I., et al., *Quality of legislative process : building a conceptual model and developing indicators*, Publications Office of the European Union, 2022, <https://data.europa.eu/doi/10.2887/70431>

Riga, December 10, 2025.