

**New Public Management Reforms in Social Services:
Lessons from "Welfare-to-Work" Programs
in a Comparative Perspective**

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This article examines the significant transformations in social services administration due to the widespread implementation of "New Public Management" (NPM) reforms. After first presenting the theoretical framework of these reforms, the article critically examines their implementation through comparative case studies of "Welfare-to-Work" programs in four locations (Wisconsin, Australia, the Netherlands and Israel). The analysis of the experience from these cases presents both the strengths and the weaknesses of using market-based models in the governance of social programs. The article closes with a review of the lessons to be learned from the case studies on designing managerial reforms in social services, while stressing the unique features of welfare services, which call for caution in transplanting NPM ideas in the arena of welfare

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