



European Union
European Social Fund
Operational Programme Employment



Regulation and performance measurement of Israeli Social Services from an historical point of view

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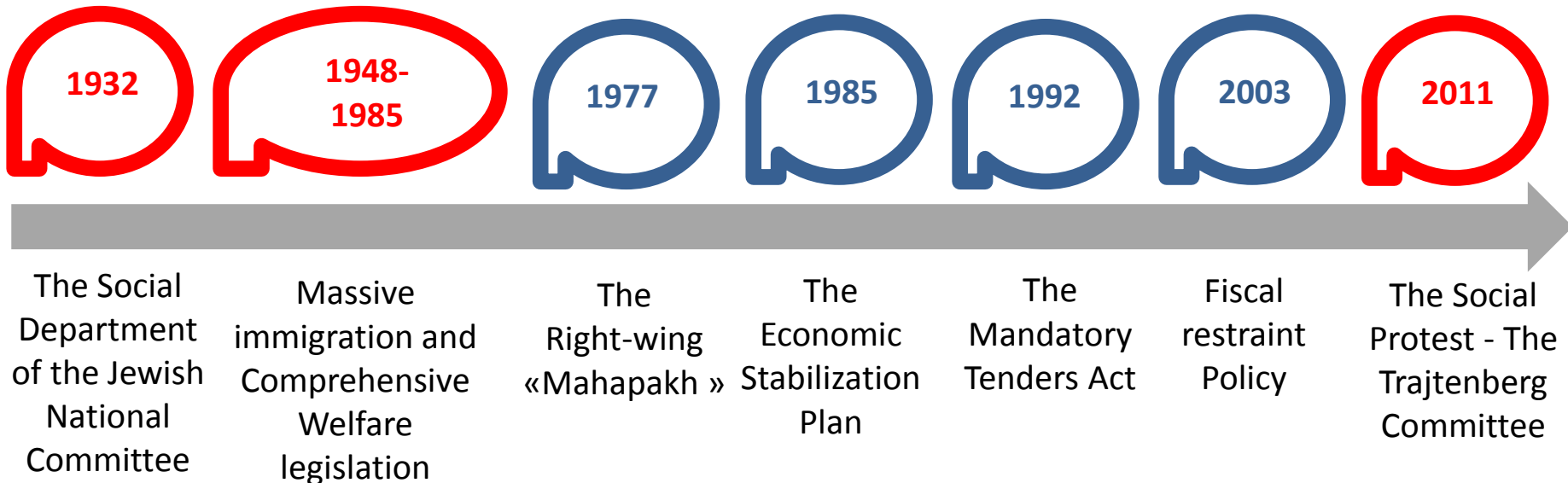


The ideological swings

From Collectivism to Neoliberalism and NPM

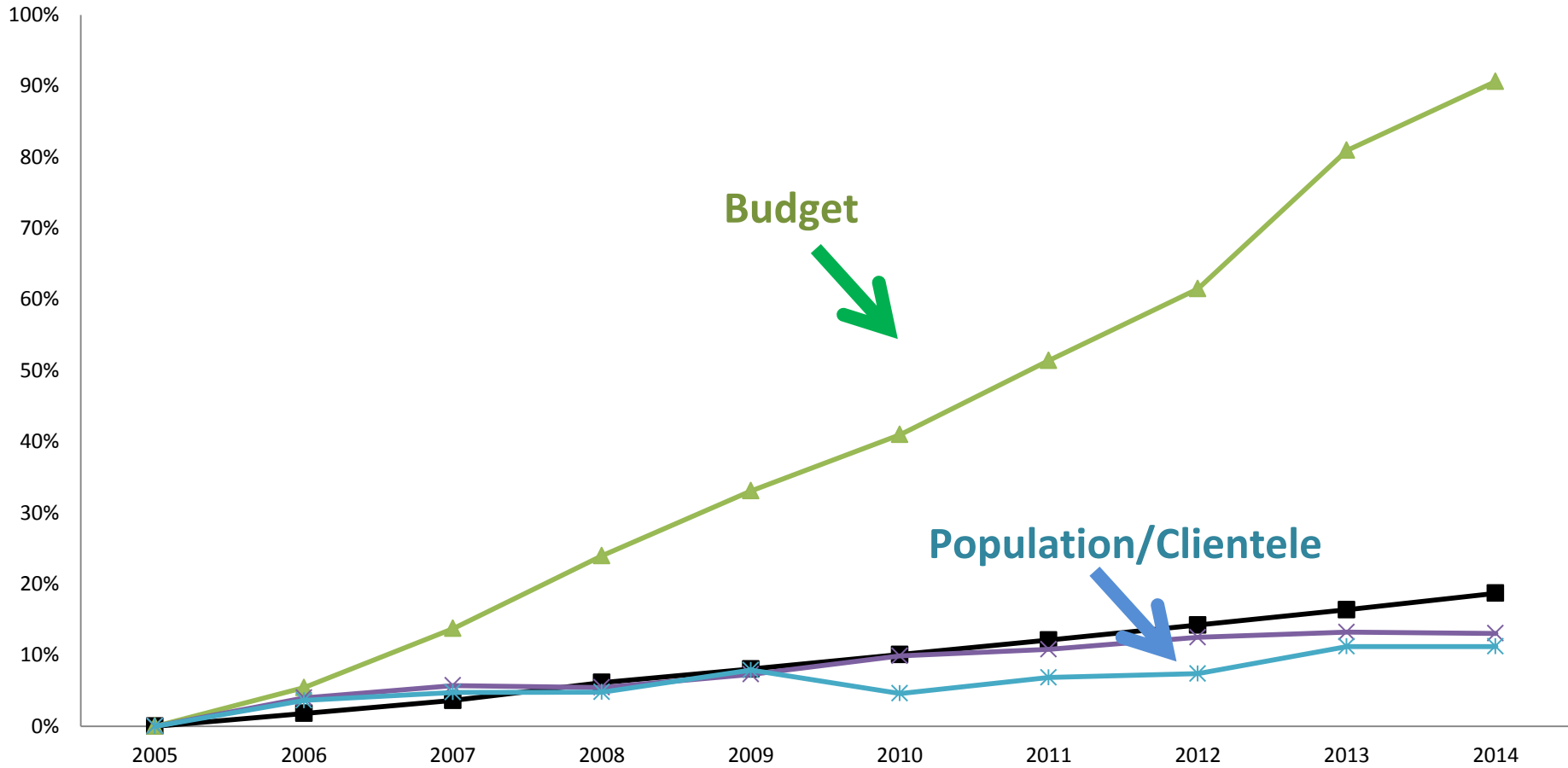
From the “provider state” to “regulatory welfare state”

From semi-governmental providing of services to out-sourcing and contracting-out

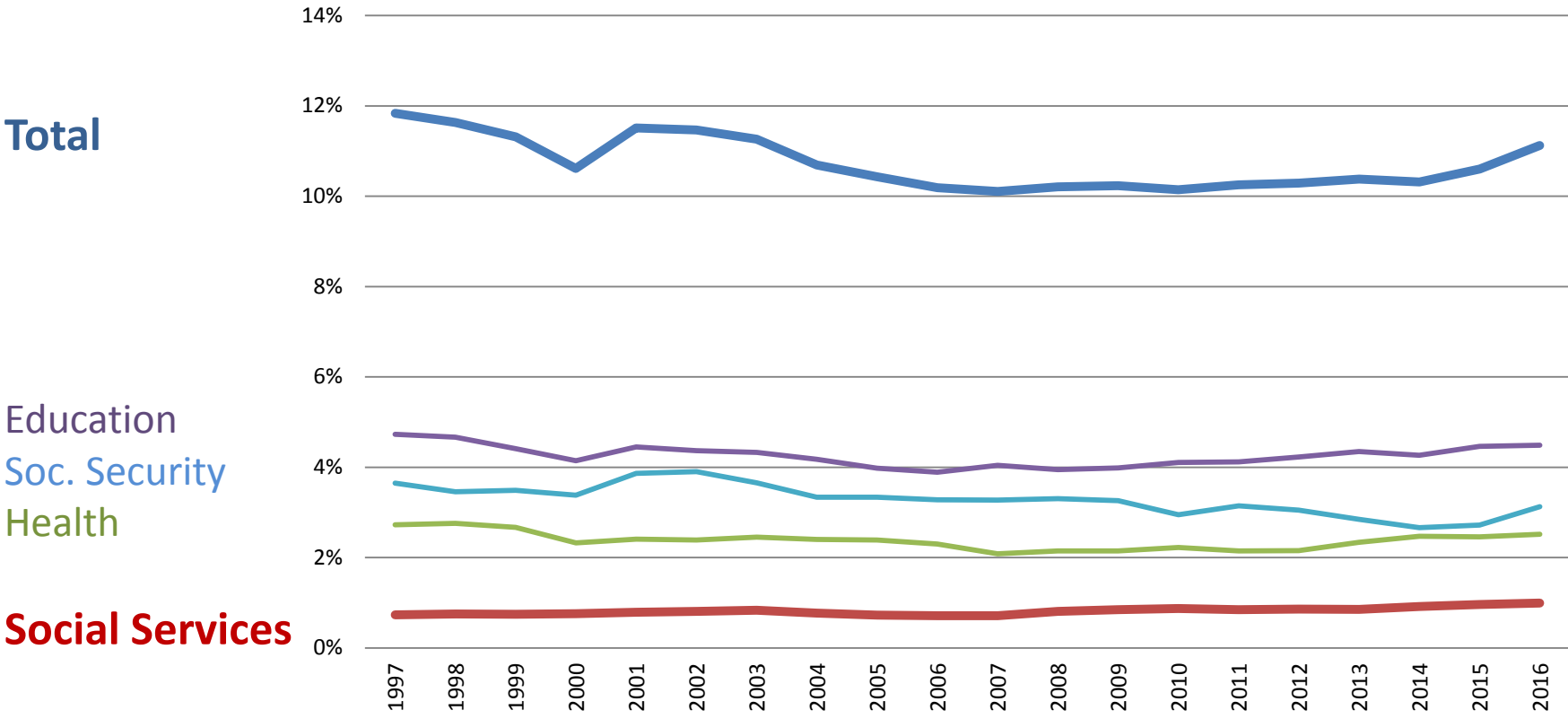


Social Services

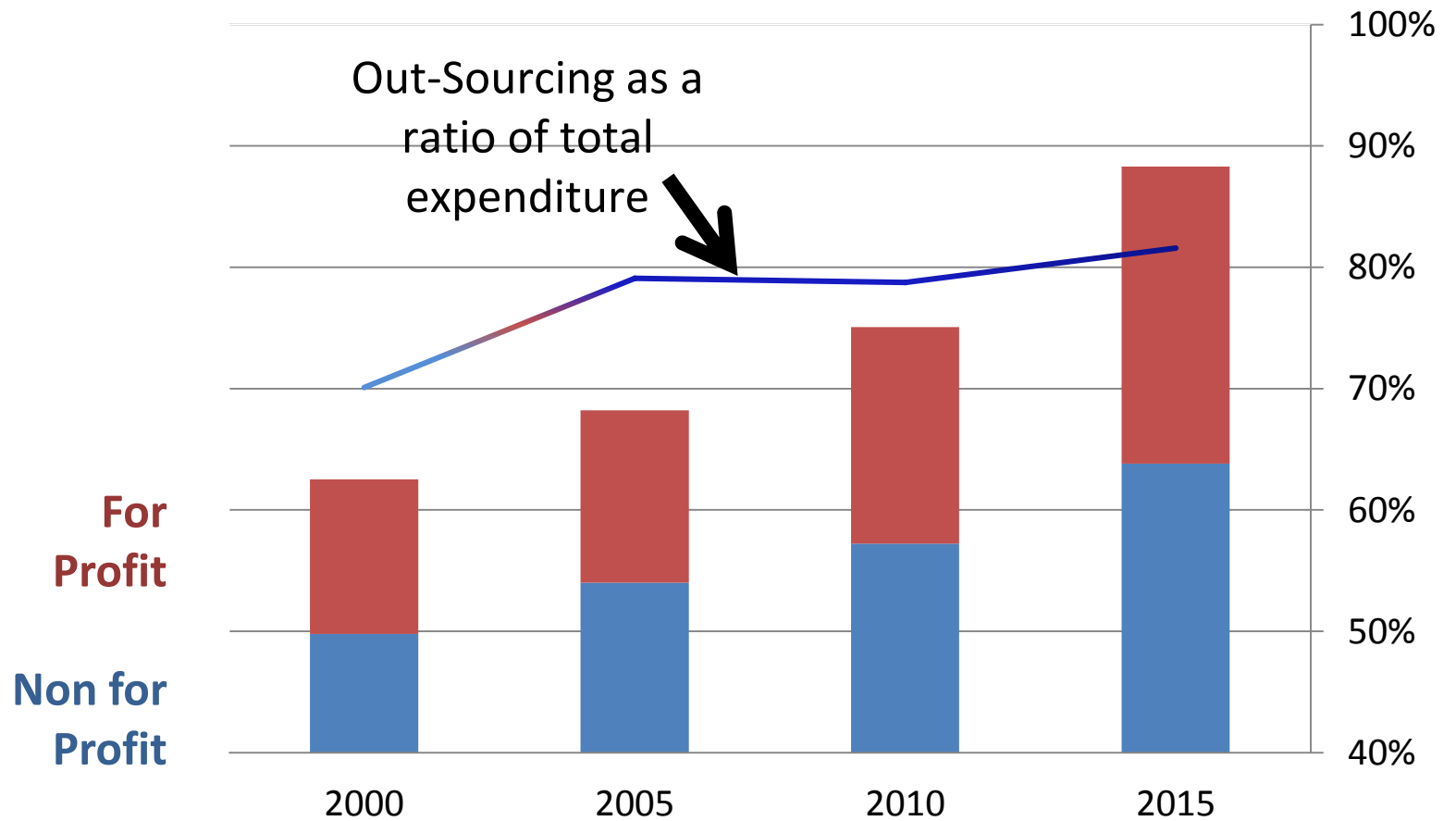
Budget and Clientele
2005-2014



Social Expenditure as ratio of GDP



Procurement of Social Services



“Market Means and Welfare Ends”*

More Out-Sourcing infers More Regulation

Personal social services in Israel: A range of services, which aim to help individuals, families, groups, and communities at risk to overcome their problems and to improve their integration into society

The services include both community-based and residential services

The Israeli Ministry of Social Affairs and Social Services is in charge of most of these services, though policy making, financing, standards setting and inspection.

The municipalities social services departments play a significant role alongside with for-profit and non for-profit providers

*Gooby, Larsen and Kananen, 2004

The Regulatory Welfare State

Challenges in Standard-setting, Monitoring and Enforcement

- 🔍 Heterogeneity of clients
- 🔍 Hard to set standards (and sensors) for performance-based contracts
- 🔍 Diversity of providers
- 🔍 Professional street-level discretion
- 🔍 Social workers aversion toward measurement
- 🔍 “Regulatory Loneliness
- 🔍 “Regulatory Capture” and de-facto Monopolization
- 🔍 Regulatory Ritualism
- 🔍 “Split Personality”: Procurer, Provider and Regulator
- 🔍 Public and private providers under distinctive regimes of accountability
- 🔍 Complexity of Inspectors’ tasks and the “Paradox of Privatization”

The Regulatory Welfare State Continuum

Managerialism

- 🔍 Uniformity
- 🔍 Audit-oriented Inspection
- 🔍 Inputs and Processes
- 🔍 Evidence
- 🔍 Protocols
- 🔍 Check-lists
- 🔍 Limited discretion
- 🔍 Fractional approach
- 🔍 Compliance
- 🔍 External monitoring

Professionalism

- 🔍 Responsive regulation
- 🔍 Organizational learning
- 🔍 Outcomes
- 🔍 Practice Wisdom
- 🔍 Guidelines
- 🔍 Performance measurement
- 🔍 Structured discretion
- 🔍 Holistic approach
- 🔍 Ethical motivation
- 🔍 Self-monitoring

Tailored-made Regulation of Social Services

**Preliminary
assessment**



**Regulatory Tools
Selection**



**Implementation
and
Evaluation**

Vulnerability

Additional monitoring

Past performance

Positioning on the

continuum: Inspection,

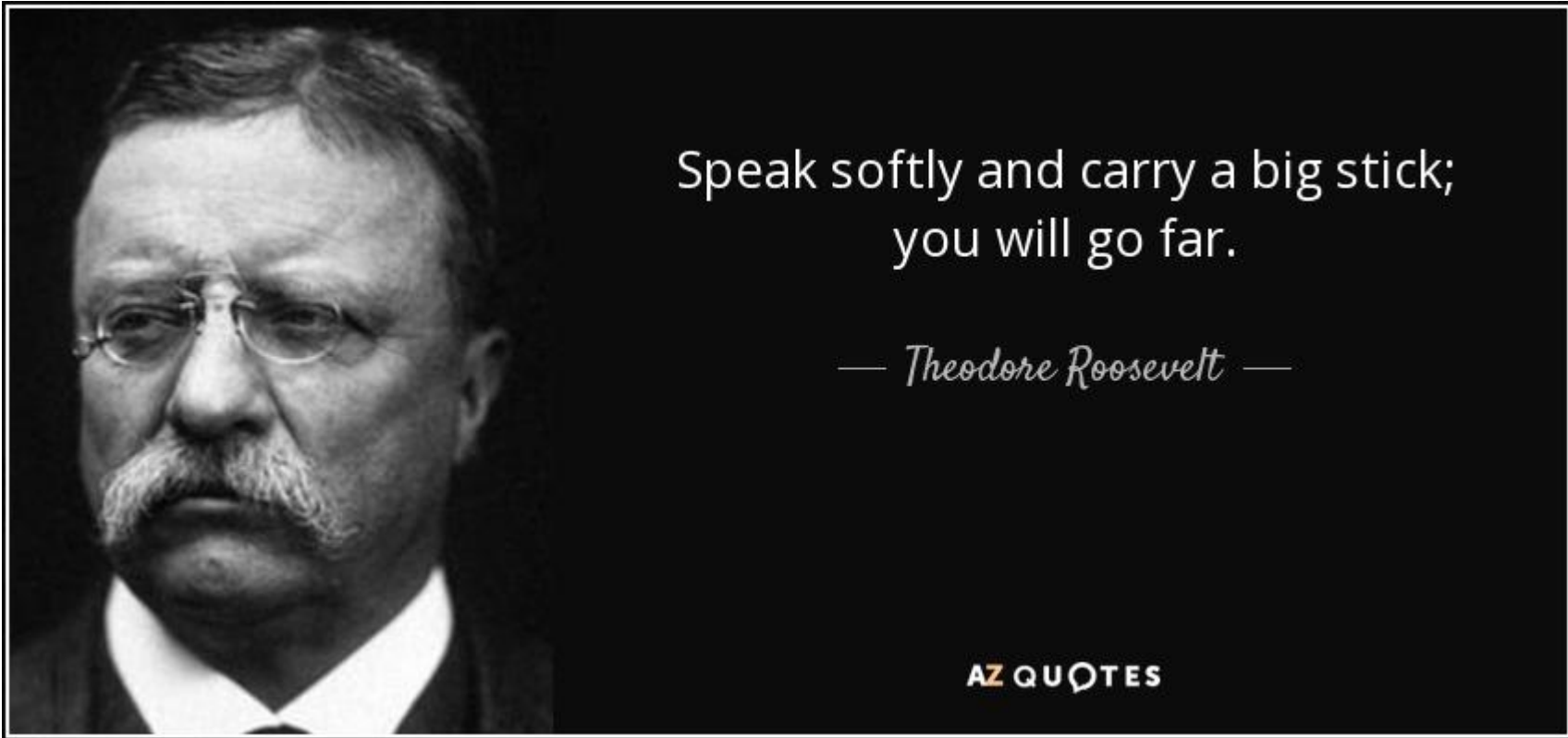
bids, sanctions and bonuses,

guidelines, red-lines, training,

licensing, the **“Outcomes Initiative”**...

“Division of Labor”

Improvement



Speak softly and carry a big stick;
you will go far.

— *Theodore Roosevelt* —

AZ QUOTES

děkuji za vaši pozornost