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SOCIAL REVIVAL IN THE POST-WAR PERIOD: THE DOST CONCEPT AS IMPLEMENTED IN KARABAKH

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Abstract. This article approaches the institutionalization of social services as a tool for ensuring rapid and sustainable social stabilization. Establishing social services from scratch in a post-conflict area like Karabakh required a lot of manpower and resources. The DOST concept, created on the basis of the experience of local and foreign models, began to operate as a leapfrogging model that would provide access to social services in a short time for the population relocated to Karabakh in a region where the socio-economic infrastructure was completely destroyed. Since part of Karabakh is mountainous and its infrastructure was also destroyed, a mobile social service mechanism was also created within the DOST concept, which could be an adequate solution to this. Within the framework of this model, the “temporal gap” of 5–10 years normally required for the construction of infrastructure is eliminated, ensuring the accessibility of the population to social services in a short time. This concept also includes the “single window” model, which ensures the effectiveness and operativeness of the services provided in Karabakh with the mechanism of combining services in a single enterprise and digitizing them. Because of these, Karabakh can be considered a de facto "Living Lab" for post-conflict reconstruction.

Key words: Social service, social policy, Karabakh war, post-conflict period, reintegration, infrastructure.

Introduction. Wars have occurred in every period of history. Wars are also a reality of the modern era, and the inevitable consequences of war pose a great threat to the healthy development of human society. War is mainly analyzed from economic and political aspects, but the social impacts of war can sometimes play a more significant role in society than all these aspects. Because the series of social events caused by war lasts a relatively long time. When we say that war has a destructive effect, we mean a phenomenon that deeply changes not only the physical, but also the social structures of society, the collective consciousness and the system of everyday relationships. That is why creating access to social services in the post-conflict area is vital for the population.

The purpose of the research is to analyze the concept of DOST (Agency for Sustainable and Operational Social Security), which provides social protection to the population resettled in Karabakh in the post-war period. This study also assesses how the reintegration of the resettled population was facilitated through the single window model. In other studies, the post-war reconstruction process is mainly examined through the prism of physical infrastructure, but in this study, the institutionalization of social welfare is approached through the prism of ensuring rapid and sustainable social stabilization. The study also examines how the creation of high-tech social service infrastructure in regions where infrastructure has been completely destroyed as a result of the implementation of the DOST concept affects social reintegration.

Main text. The First Karabakh War, which began in 1988 and lasted until 1994, took place between Armenia and Azerbaijan. Unfortunately, the Karabakh conflict caused a lot of suffering and deeply traumatized people. When the Soviet Union collapsed, the geopolitical importance of two countries, Armenia and Azerbaijan, was not immediately apparent to Western countries. This was mainly due to

the West's poor experience with the South Caucasus. The OSCE Minsk group-led negotiation process failed to persuade the leaders of Azerbaijan and Armenia to make mutual concessions. Despite the fact that considerable negotiations took place during this process and various solutions were offered to the opposing parties, a mutually acceptable agreement could not be reached (Jović-Lazić, 2021, pp. 219-220). After the ceasefire agreement signed in May 1994, the process of negotiations on the settlement of the "Nagorno-Karabakh conflict" had not yield any results until an all-out war broke out (Iskandarov & Gawliczek, 2021, p. 30). The First Karabakh War was mainly fought from 1992 through 1994 and resulted in the loss of the mountainous Karabakh region to Armenia (Erickson, 2022, p. 224). The fighting in Karabakh was fierce, with many civilian deaths, but the war was overshadowed by the conflicts in the former Yugoslavia, and attention shifted from Karabakh to Yugoslavia. Of course, there were many reasons for this, one of which was the location of the former Yugoslavia in Europe.

The conflict over Karabakh is one of the most severe and complex ethno-regional asymmetric conflicts in the post-Soviet region (Kocaoğlu & Kuzu, 2023, p. 131). Both sides had different goals and legal statuses in this conflict. This led them to look at the issues completely differently and from their own prisms. Of course, no conflict is eternal, and just as everything ends, wars also end.

With the end of the 44-day Second Karabakh War, which began on September 27, 2020 and lasted until November 10, 2020, an agreement was reached between the parties and major steps were taken towards peace. The war, which put an end to the conflict, can still provide a common ground for the two countries to benefit from the new reality in the region. The trilateral agreement can serve as an important step towards reaching peace between the two nations (Shafiyev & Huseynov, 2023, p. 255). Trade is an important indicator of the realisation of peace between the countries. These issues include the opening of markets and borders, the laying of railways, and the sale of Azerbaijani oil products to Armenia.

The end of the war necessitated large-scale rehabilitation and reconstruction of the liberated territories. Settlement and mass return in themselves require the creation of jobs and the prior establishment of social security, which necessitates a comprehensive approach to solving the problems of return and settlement (Aliyev & Aliyev, 2024, p. 13). In the post-war period, the formation of social service mechanisms for the population after their resettlement to Karabakh is an important basis, and the DOST concept plays an exceptional role here. Through the DOST concept, in addition to ensuring social protection for vulnerable population groups, especially families of martyrs and war participants, it plays a unique role in restoring stability and social solidarity in Karabakh.

The process of social revival in Karabakh is one of the most important issues to be resolved in the post-war period. In this sense, the creation of a single system that could solve social issues for the population resettled in Karabakh was important. As we have seen from world experience, the greatest obstacle is the fragmentation of access to social services in regions newly liberated from the hotbed of conflict. Usually, in many countries, these systems provide services in a fragmented manner. For example, one institution provides services for refugees, while another institution provides pension services. Access to social services in post-conflict regions is extremely low and may take years to establish. The main reasons for this can be grouped as follows:

- 1) Security issues;
- 2) Lack of technical and physical infrastructure;
- 3) Staff shortages.

The integration of human services has taken on many different meanings over the past two decades. For some, it means better coordination between human service programs and agencies. For others, it involves the physical co-location of related services. The authors conclude that service integration cannot be defined by a particular service model or outcome, but instead should be conceived of as an ongoing reform process (Austin, 2014, p. 9). This shows us the importance of using a complex mechanism, not a single model, when restoring social services in post-conflict areas.

The concept of services integration does not specify either a centralized or decentralized model. Many integrated service models include redefinitions of professional roles, with greater autonomy and flexibility at the direct service level. New roles and responsibilities may put additional pressures and unrealistic expectations on staff (Austin, 2014, pp. 14–15). The lack of clear guidelines on who will be served and the lack of adequate resources create barriers to problem solving. Some staff who are used to dealing with issues in narrow areas may have difficulty adjusting to these new demands and responsibilities. In its simplest form, the term “integrated services” refers to examples of joined-up social services, for the benefit of service users and to improve efficiency in delivery by providers (OECD, 2015, p. 16).

There are a number of problems with classical integration models. The creation of social support mechanisms that respond to modern challenges and new trends is a very important basis for the population of Karabakh. These innovations contribute not only to the newly resettled people, but also to the development of the surrounding regions of Karabakh. The jobs that continue to be created in Karabakh will also become another economic center of gravity for the surrounding regions. As in the world, ensuring the well-being of citizens in Azerbaijan acts as a successful implementation of the state's targeted social reform program. In the post-war period, not only the restoration of physical infrastructure, but also the restoration of social service mechanisms is of vital importance. Traditional social service models are built on long procedures and a complex management mechanism.

Community-Based Social Protection (CBSP) does not have a clear definition or conceptual framework. This model, which is also supported by the United Nations, protects community members from risk through locally arranged social protection measures that are predicated on people's cultural beliefs (Mupedziswa & Ntseane, 2013, p. 85). The main features of this model are that institutions are developed at the local level, usually rely on family or community networks, and have strong elements of interaction (Browne, 2013, p. 2).

Disarmament, Demobilization, and Reintegration (DDR) is the most widely recognized model used globally, particularly in post-conflict settings. This model consists of 3 broad parts, but the reintegration part, which is relevant to our topic, also has major shortcomings. In this model, the main focus is on addressing psychological trauma, and community participation is considered essential to promote reintegration and reduce stigma. DDR focuses on communal healing and building trust among affected populations (Porto & Alden, 2016, p. 26).

These classical reintegration programs fail to adequately manage or guide the complex and multifaceted reintegration processes they aim to influence, and at best have a positive impact on them. Because they often fail to successfully reintegrate any percentage of the targeted groups (Willems, 2015, p. 119). These are also considered to be major barriers that slow down citizens' access to social services. The application of the classical social service mechanism creates a number of problems:

1. Delay in access to opportunities created for war participants and victims;
2. Weakening of the process of reintegration of war participants and victims into society;
3. Decreasing citizens' trust in the state;
4. Decreasing use of the social service sphere.

The need to establish an operational social service institution in Karabakh. The integration of vulnerable population groups resettled to Karabakh attracts special attention here. Because they need special care first of all, and in a region whose infrastructure is completely destroyed, access to every service is of great importance to them. Specialized social service programs have been developed for people with disabilities and children who are planned to be resettled to Karabakh. Based on the plans, it was determined in advance under what conditions and at what distance access to services would be provided, and infrastructure facilities began to be built accordingly. The full establishment of the necessary infrastructure and its local character in each region are also one of the top priorities.

Because not all vulnerable population groups have the same accessibility to social service institutions as others. As a result, a completely separate system needs to be planned for them. Therefore, the resettlement process to the liberated regions is also being carried out in stages. If the resettlement process is carried out without preparing all social infrastructure, this may worsen their living conditions instead of improving them. Implementing a fundamental social policy in each region of Karabakh separately would require a lot of time and resources. Since the provision of social services for the residents of Karabakh was an important basis, it was necessary to quickly establish a complex system. However, the establishment of traditional social service institutions and facilities could not meet this requirement. The challenges facing the establishment of traditional social service institutions in this region can be summarized as follows:

1. High financial requirements;
2. Dilapidated infrastructure;
3. Mined terrain.

All this made it difficult to implement social services in the traditional form in separate institutions. For rapid and sustainable reintegration in Karabakh, unifying all these services was an important basis. Because the distribution of social services among separate institutions and organizations requires a lot of financial resources. This would have meant that the reconstruction of the destroyed infrastructure would have been significantly delayed financially. Establishing a mechanism operating in a fragmented manner in a region with a very weak and destroyed infrastructure could also lead to bureaucratic obstacles in creating social welfare. The distribution of services meant that buildings would be located at different distances and accessibility would be difficult. This also meant that citizens with disabilities, especially from vulnerable population groups, would have less access to these services. This could also have weakened their motivation to benefit from social services. They also needed a system that would ensure their accessibility to these services through a single system. For this reason, the so-called single window system was chosen as the most adequate mechanism. This model itself was used in other regions of Azerbaijan before Karabakh, which meant prior experience for the DOST centers to be established in Karabakh.

One of the first tasks to be done was not only the restoration of enterprises for state bodies in Karabakh, but also the establishment of a new social management model. Improper planning of the social management model means that problems will arise in the short or long term. This management model is complex due to the large number of problems in the area. When developing and implementing social policy, the socio-economic characteristics of specific regions must be taken into account. That is, the process of implementing social revival in Karabakh should be carried out in a phased manner, starting from those regions whose situation is more favorable than other regions and moving towards regions in crisis.

Unlike classical models, the DOST concept places special emphasis on strengthening trust between the state and citizens, and therefore keeps a people-oriented approach at the center. In post-conflict areas, the formation of trust between the state and citizens is of exceptional importance. Because if this trust is not justified, people may remain dissatisfied with the conditions they live in even if they return to their homeland. This may gradually lead to the dynamics of population decline in Karabakh. In our opinion, trust is the main social capital that underlies the restoration of society in the post-war period. While the DOST concept implemented in Karabakh builds trust between the state and citizens, we can say that it does so at 3 different levels:

1. Individual level – forming trust that the state cares for citizens at the individual level;
2. Institutional level – at this level, the services provided by the “DOST House” and DOST Agencies as social service institutions are accessible, humane and transparent;
3. Society level – at this level, the implementation of various activities and measures in the field of strengthening social solidarity in the post-war period.

Single window model in post-conflict reintegration. A stable and continuous citizen-state contact line is an important basis for the normal functioning of social infrastructure. We have also witnessed from world experience in some African countries, Colombia and the Balkans, where the war is still ongoing and which also have relatively stable political continuity, that the fragmentation of social services has become the biggest problem. One of the main goals in creating the DOST model was to ensure that the same system operates not only in war conditions, but also in peacetime. In other words, this model was designed in such a way that it already included a mechanism adapted for the post-conflict zone from the time it was put into operation. This makes this model one of the most ideal social service institutions for a post-conflict zone like Karabakh. The concept of “Sustainable and Operative Social Security”, a local product of the Republic of Azerbaijan, was awarded 44 international certificates and awards in 2022 and 2023 alone (Dayanıqlı və Operativ Sosial Təminat Agentliyi, 2020). The main goal of establishing DOST centers is to organize the provision of citizens with operational and sustainable social services. The DOST model has initiated a transition to a new stage in social policy by forming the basis of institutional and structural reforms implemented in Azerbaijan. The reasons that make the DOST model an exemplary example can be listed as follows:

1. The use of innovative solutions in the mechanism of social protection of the population;
2. The complete coverage of DOST centers, without excluding any area that is part of the social protection system;
3. The establishment of social services on a digital level, which has become the standard of the modern era.

Both foreign and local experience was used in the creation of the DOST concept. The DOST “single window” model was built on the experience of countries such as Chile, Norway, Canada, Australia, as well as Azerbaijan’s own local project, ASAN Service. One of the important tasks that implements the functionality of the DOST concept is electronic document circulation and the digitization of services. It is possible to show the working mechanism of the DOST concept in 3 parts: According to this concept, DOST centers, which are “front offices”, provide direct contact with citizens. “Back offices” are institutions subordinate to the ministry, and the DOST Agency, which performs the function of the “middle office”, provides the functionality of the model (Əliyev, 2024, s. 4).

The DOST experience is based on the “single window” model, which is considered a single point of access to social services offered by government agencies as a means of ensuring efficiency in the public sector. A similar model was first implemented in Australia in the 20th century and has since spread to countries around the world (OECD, 2023 pp. 32-33).

The main goal of the “single window” principle, which is the basis of the DOST model, is to bring together the activities of various social services, especially those providing services in the field of employment and labor, and to ensure information exchange between citizens and these institutions using technology. One of the achievements of the “single window” principle is that it plays an effective role in preventing corruption. This principle drastically prevents corruption. Of course, it is also worth noting that although this model ensures the prompt provision of social services, a number of problems may arise during its implementation. It can be stated that the distribution of resources within the framework of the application of this model may create difficulties in the prompt and substantive resolution of citizens' applications. Just as the scope of influence of each social problem is different, the resources required for the provision of social services may also differ. Since some services require fewer or, conversely, more resources than others, this can lead to potential differences in the effectiveness and quality of social services. These potential differences in themselves lead to imbalances in the provision of citizen applications. To further improve social services provided within the framework of the “single window” model and to ensure efficient use of time by citizens, digitalization of services based on the model discussed can be proposed (Fábián & Kollár, 2023, pp. 131–133).

There is a model in economics called "leapfrogging," and this model is a development strategy in which developing economies or firms make a direct transition to advanced, modern technologies, bypassing intermediate, outdated technologies (Schiffer, 2020, p. 30). According to the traditional approach, after the war, the basic infrastructure should first be established in the area, and after this long-term process, digital services should be implemented. In this sense, we can call the DOST model a leapfrogging in the field of social services. The "single window" model of the DOST concept clearly proves that this model, which is applied in the economic sphere, can also be applied in the social sphere to ensure the accessibility of all services. The DOST model reflects Azerbaijan's breakthrough methodology in social management. The creation of centers such as "Smart DOST" and digital services in a post-conflict area, where all kinds of infrastructure have been completely destroyed, directly forms the transition to the standards of the 4th Industrial Revolution, bypassing the intermediate transition stages. This is an internationally important precedent that can support social revival in the post-conflict period.

The unique features and working principles of DOST centers located in Karabakh. The lack of social infrastructure in Karabakh created a "clean slate" (tabula rasa) for Azerbaijan. While other nations struggle with the transition from paper to digital, Azerbaijan is building a "Digital First" social reality where the state-citizen relationship is defined by algorithmically-assisted proactive care. Unlike traditional laboratories that operate in very limited and artificial conditions in many countries, Karabakh's Living Lab places all innovations directly into people's daily lives. Karabakh's Living Lab means that it is accepted as a real-world, large-scale testing ground for innovative social, administrative, and technological models in the region. Perhaps there could not be a better opportunity to create a sound, operational, and comprehensive social service system. Indeed, there are moments of opportunity required for a model like the DOST concept to be implemented at a uniform technological standard. This usually happens when there is a need for rapid development. This process, which occurs during such an evolution, is called "windows of opportunity" and points to the role of new paradigms in creating a breakthrough (Lee, 2019, pp. 160-161). The "windows of opportunity" that emerged in Karabakh in the post-conflict period accelerated the transformation of social services. The effective institutionalization of the DOST concept, the newly implemented digital transformation course, and the service mechanism that was assessed and provided in accordance with the needs of the population in the region have created a basis. Unlike traditional and outdated recovery models, this model combines many areas of social services and operates from a single system.

Therefore, the Karabakh issue differs from other post-conflict zones, such as the Balkans and the Middle East: unlike Karabakh, reconstruction in these areas was often simply "rebuilding the old" instead of "building the new". Since the entire infrastructure of the Karabakh region has collapsed, Azerbaijan is not "fixing" the old system, but creating a completely new, unique "path". We can safely say that the restoration of Karabakh is a period of "windows of opportunity", since there are no old and already weakened bureaucratic structures here (for example, complex social departments of the old district executive authorities). Azerbaijan, proceeding from this framework, directly applies the most modern model – the DOST concept. This is institutional leapfrogging. One of the areas of service provided on the basis of the DOST concept is the direction of labor relations, where appeals for violations of labor legislation are accepted. This direction has an important basis in the foundation of the concept. DOST Agency and the State Labor Inspectorate Service operate on the basis of an integrated mechanism for receiving applications for violations of labor legislation, optimizing the reception of applications, as well as increasing the efficiency in resolving these problems. All this aims to ensure citizen satisfaction, which is the essence of the single window model.

The steps taken by DOST centers to protect labor relations, prevent potential labor disputes, and assess these risks and opportunities with the support of professionals can be considered a completely new experience. One of the innovative solutions applied to ensure the accessibility of services in the

field of labor relations in Azerbaijan is the Emergency Electronic Call service to the Ministry of Justice, called “ƏN TEZ” (Fastest). The working principle of this concept is based not only on facilitating access to the services of justice bodies, but also on providing prepared documents on the spot. The concept also creates conditions for services to operate in a very accelerated mode. Of course, in order to achieve any level of service and speed, all local justice bodies are required to join the service network. A number of steps have also been taken to link this mechanism with the DOST concept, and thus this service is currently used in 2 DOST centers. In such a case, citizens can use the relevant service facilities to prepare claims for disputes arising from labor relations, conduct documentation work for mediation on such disputes, as well as conduct mediation processes.

Indeed, the activities of the “DOST House” centers, established within the framework of the DOST concept to ensure inclusiveness and creativity, are of exceptional importance for vulnerable population members. They play the role of an important institution that allows them not to feel alone and to have a job. In our opinion, the “DOST House” concept should be implemented in every city and region. Because there were thousands of martyrs as a result of the Second Karabakh War, vulnerable population groups arising from their families, as well as people who became disabled as a result of the war, exist in every region of Azerbaijan. This further increases the importance of the “DOST House” concept. The following persons are admitted to the Karabakh “DOST House”:

- 1) Persons with disabilities;
- 2) Members of families of martyrs;
- 3) Persons with disabilities related to the war and their children;
- 4) Children who have lost their parents or are deprived of parental care;
- 5) Members of low-income families.

In our opinion, residents can also participate in the management of social policy implemented in Karabakh. There are some examples of this in the world. Thus, this system, which we can also call "Digital Participation", is sometimes implemented in South Korea under the name "m-Voting", and in Estonia through the platform "Rahvaalgatus". Based on this system, residents can decide which social services should be prioritized. They can vote for and participate in solving local problems, getting rid of outdated and slow bureaucratic mechanisms. Of course, there are a number of differences between these digital participation platforms, but each of them serves the same purpose, namely, improving the social protection system of citizens. The establishment of such a platform in Karabakh within the framework of the DOST concept, which can be of local importance mainly in the regions, can contribute to the development of social revival. Because social policy is mainly implemented in a "general nature". That is, a plan of some work is made for a certain area, city, and its implementation begins. However, when changes are needed or for the implementation of very local tasks, it is sometimes necessary to establish systems that can influence local social policy. The “Smart Village” projects created in Karabakh actually allow the establishment of these platforms and facilitate their implementation. This project facilitates the easier implementation of the DOST model

In order to measure the quality of the social services provided and implement them in a more transparent and operational manner, the centers of the DOST Agency have started accepting and investigating complaints and appeals from the population since 2023 in the cities of Barda, Sumgayit and Baku. The processes of considering citizens' complaints, i.e. writing protocols and receiving explanations, were carried out in the rooms of the DOST centers under video surveillance. Inspections were organized regarding appeals addressed by citizens, complaints were investigated, and appropriate measures were taken against the employees of the centers when cases contrary to the legislation were discovered (Dövlət Əmək Müfəttişliyi Xidməti, 2023, s. 1–2).

Since Karabakh is a region covering a large area, it is certainly not possible to solve this issue with just a few DOST centers and stations. Therefore, in June 2024, a branch of the Karabakh Regional DOST Center located in the city of Barda was opened in Shusha, the historical center of Karabakh. In connection with the intensification of the resettlement process, the implementation of such a con-

cept in Kalbajar also made access to social services a necessary issue. A DOST station was also established in the Kalbajar district of the Karabakh Regional DOST Center in September 2025 (DOST, 2025, s. 2). The Kalbajar district DOST station provides people returning to their ancestral homes with quick and easy access to social services provided by the state, as well as the implementation of social services for residents in accordance with the "single window" principle, based on fully transparent, modern prisms and in a form that meets the satisfaction of state citizens. This newly opened DOST station is expected to receive an average of 120 citizens per day (DOST, 2022a).

Another model of the DOST concept applied in Karabakh is the "Smart DOST" system. Less than 2 years after the 44-day war, on May 27, 2022 the "Smart DOST" service point of the DOST concept began operating in the Zangilan district of Karabakh (DOST, 2022a). The distinctive and innovative feature of this point is that citizens can benefit from more than 100 services online in the fields of labor, employment, social protection and social security. The service to citizens approaching the point is provided virtually by DOST agents through the online reception system. The fact that social services can be provided in a fully digital form in a post-conflict area like Karabakh was a first for Azerbaijan. Here, not only the DOST service is provided, but the village itself is also built on a smart system. The "Smart Village" pilot project covers the 1st, 2nd, and 3rd Aghaly villages of Zangilan. The project is being implemented mainly in 5 components: housing, production, social services, "smart agriculture" and alternative energy sectors. This project is the first of its kind to be implemented in the post-conflict period (Məmmədov, 2018, s. 128). The creation of infrastructure is very important for the implementation of social services at such a pace in a post-conflict area. Because the delay in access to social services can cause even greater problems. This term, which is called "Temporal gap" in the literature, expresses this. That is, normally, a 5–10-year time gap is usually needed to build infrastructure. However, the provision of services with this DOST model is perhaps one of the most important aspects of this model.

The Karabakh "DOST House" of the DOST Inclusive Development and Creativity Center also operates in the Karabakh Regional DOST Center in Barda. The working principle of "DOST House" differs significantly from the DOST Center and is more focused on the training skills of beneficiaries. They can freely establish their own businesses with the skills they acquire in this center. Currently, 33 beneficiaries are developing their skills in various training areas in the "DOST House" department (ƏƏSMN, 2025). Beneficiaries are provided not only with training here, but also with social, pedagogical and psychological support services.

A number of visits and events have been held between the two countries to implement the Azerbaijani DOST concept in Moldova. This shows that Azerbaijan has turned the DOST concept, which is a local product, into a model project for other countries. The DOST model is currently being implemented in Uzbekistan, which is considered a partner country. The first centers in the country have started to provide services to citizens. In the example of European countries, electronic support is being implemented in Romania and Serbia based on the DOST model.

Conclusions. The study focuses on the analysis of the ethical and digital transformation of public services through the application of the DOST concept in the social revival of post-conflict territories. Azerbaijan uses a post-conflict vacuum to bypass the middle stages of development in Karabakh and jump directly to Governance 4.0. It would be wrong to evaluate the DOST concept only as an ordinary social service center, because this concept is also a living model of the philosophy of social reconstruction. With this concept, the state forms high standards of innovation and transparency in social policy. Since the concept of serving people is based on the concept of DOST, this concept constitutes a practical manifestation of the state's "people-centered" management philosophy. The philosophy of the DOST concept, carrying a deep meaning, serves to fully ensure social rights and bring the state and citizens together at the closest point by overcoming lengthy bureaucratic obstacles between citizens and the state in a short and effective way.

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