

THE WAYS TO IMPROVE THE HUMAN RESOURCE MANAGEMENT IN ORDER TO OPTIMIZE THE MIGRATION PROCESSES WITHIN THE CES MEMBER COUNTRIES

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Abstract: *As can be understood from the regional cooperation programs, the migration management is becoming an increasingly important area of the national policy. This article is aimed at the identification of the priority trends in the improvement of the human resource management in the framework of the migration processes optimization within the CES member countries. The migration situation in the CES countries and the results of formation of the organizational and institutional environment of the migration process, taking place in the framework of the CES, were studied by the author. The particular attention was paid to the characteristics of the migration processes in the Republic of Kazakhstan. A number of systemic problems hindering the integration process in the labor market in the Republic of Kazakhstan were revealed by the study. For example, the demographic imbalance growth between the northern and southern regions of the country, which may lead to a manpower shortage, as well as to the decrease in GRP in the northern regions and to the exacerbation of the tensions in the labor market. Moreover, the uneven distribution of the repatriates may lead to the increase in the demographic pressure on the social infrastructure of the regions with high population density. The low level of education of the migrants and the predominance of the net inflow of the uneducated migrants may lead to the "blurring" of the intellectual resources and to the gradual erosion of the country's human capital. In this article, the author defines the priority trends for cooperation in the field of human resource management within a unified migration process within the CES member countries: the creation of the system of the*

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comprehensive adaptation of the labor migrants in the territories of the host countries and the formation of the unified pension space in the territories of the CES member countries.

Keywords: *Common Economic Space (CES), migration policy, international migration, human resources, migration process, the integration of the labor markets, free manpower migration.*

1. INTRODUCTION

The Common Economic Space (CES) is a form of the interstate integration aimed at the liberalization of the foreign economic relations, based on the common market principles and the legal norms, ensuring the free migration of goods, capital, services and labor (Alibayeva *et al.*, 2015; Baranenko, Dudin, Ljasnikov and Busygin, 2013).

One of the priority trends of the CES is the establishment of the common labor market through the elimination of the administrative barriers and the simplification of the licensing procedures in the labor migration among the CES member countries.

The international migration is a complex phenomenon which is not fully understood and difficult to predict and often has no sufficient documentary evidence. It is important to understand that the migration growth creates new challenges not only for the migrants but for the communities and the governments. These challenges include the following problems: the increase in the uncontrolled migration, smuggling and human trafficking; the displacement of the population as a result of the conflicts, natural disasters and economic crisis; the security issues, the public order and the public health; as well as the complexity of the interstate cooperation on various aspects of migration.

At the same time, it must be understood that migration is a potential catalyst for the future development and economic growth of the CES countries. The successful migration experience will depend partly on the ability of a migrant to cope with the challenges of his or her new position, but mainly the possible achievements of a migrant worker, are determined by the manner of the labor migration management performed by both the sending and the host countries (IOM, 2004).

In order to increase the benefits of migration and to minimize the negative results of the migration management, the "human factor" must be taken into account, i.e. the value and the motivational factors of the human activity (Kokorina, 2013; Kuznetsova, 2013).

The "classic" approach to a human as the manpower, the labor resource and even as the "human resource" has lost not only the touch with the real

complexity of the modern knowledge economy, but actually confuses the decision making and has a devastating impact on the economy itself (Yachin, 2015). It is demonstrated by the relation to the migrant workers, but, in a less acute form, virtually to all the employees.

In the framework of the established integrative CES association, the issues related to the migration of the migrant workers are regulated by the rules the EEU Treaty (Dogovor o Evraziyskom ekonomicheskom soyuze [Eurasian Economic Community Treaty], 2014). In this Treaty, the agreements, in accordance with which the citizens of the participating countries shall have the right to work in any CES country without having to obtain a permission to exercise the occupation, are enshrined.

Currently, the migration process management is carried out administratively, that generally maintains the existing order. But as it becomes obvious that the old order could not be preserved, the dominance of the administration logic is destructive in nature.

The determination of the main migration policy trends, taking into account the interests of the CES member countries and focused on the more efficient use of the human potential of the participating countries, the rights, the freedoms and the legitimate interests of the people, involved in the migration processes, is the important issue today.

2. METHODS

This article is aimed at the identification of the priority trends in the improvement of the human resource management in the framework of the migration processes optimization within the CES member countries. To achieve this goal, the following problems have been solved:

- to study the migration situation in the CES countries;
- to give the comparative characteristic of workers' rights in the field of education and the health care in the CES countries;
- to identify the priority trends of the cooperation in the field of human resource management within a unified migration process.

The existing theoretical and empirical publications dedicated to the labor migration and the human resource development are used as the theoretical basis and the starting point of this study.

The official data provided by the state statistical bodies of the CES member countries, the analytical reports and the reviews provided by the

KNOMA, the World Development Bank, the materials of the international consulting groups, etc. are used as the information base for this the study.

Since the statistical data on the international migration in the framework of the CES countries pursuant to the Republic of Armenia until 2014 are missing, the retrospective analysis of the migration flows in the framework of this paper is carried out without taking them into account.

A combination of the descriptive and systematic and analytical methods of the scientific cognition is used to solve the problems stated; the comparative analysis, the compilation and systematization of the empirical data are the basic methods used in this study.

The coefficient of migration significance, determining the amount of the inflow of the migrants in the total number of the economically active population in the country of the integrative association (Korotkova, & Lipin, 2013) was chosen as the main indicator of the labor market integration:

$$TI = M_{int}/L, \quad (1)$$

where M_{int} is the annual inflow of the migrants from the countries of the integrative association,

L is the average number of the economically active population in the analyzed country of integrative association.

To assess the interpenetration of the migrants in the labor markets of the parties in the framework of this paper, the indicator, characterizing the net inflow of the labor migration from the CES member countries, will be considered.

The results of formation of the organizational and institutional environment of the migration process in the framework of the Common Economic Space

The issues related to the labor resource migration are within the competence of the "Labour Migration" department, formed as part of the Department of Entrepreneurship Development of the Eurasian Economic Commission (EEC). The department carries out the monitoring and the control over the implementation by the CES member countries of the Treaty in terms of labor migration, of the Agreement on cooperation on combating the illegal migration, as well as the control over the development of the bilateral agreements (Aliev, 2015).

Currently, two Consultative Committees are active as part of the CES: the Migration Policy Committee at the CEC Collegium; the Committee on the social security issues, compliance with the pension rights, health care

provision and professional activity of the workers of the Member States of the Community.

The Community is based on the EEC Agreement concluded among Russia, Kazakhstan, Belarus and Armenia, which entered into force in January 2015, and Kyrgyzstan joined this Community in May 2015. This Agreement includes a number of provisions for the free migration of goods, people, services and capital.

The freedom of labor resource movement means the elimination of the main constraints for our citizens in access to the labor market of the EEC member states. This refers to such restrictions and measures on the domestic labor market protection, as the establishment of quotas for the foreign manpower and the issue of the work permits and the permits to involve the foreign workers.

The Agreement eliminates the restrictions on the admission of the CES nationals to the general labor market, the mandatory quotas and work permits, providing the possibility to work not only under the labor, but also under the civil contracts (service contracts).

In accordance with the EEC agreement, the governments are entitled not to apply the protectionist restrictions to the workers from the member states of the Community, and the employers are allowed to employ the migrants without a special permit (i.e., a work permit and/or labor market test, proving the lack of real local bidders for the same vacancy).

Currently, the workers and the members of their families have the right to stay without registration on the territory of the state of employment within 30 days from the date of arrival. Subsequently, they have to be registered for the duration of the employment or civil contract concluded by the migrant. The workers have the right to stay in the host country as long as they have a valid employment contract, and without such a contract their stay shall be limited to 90 days, as well as the stay of the other citizens of the CIS countries.

One of the highlights of liberalization is the recognition without formalities of the education certificates issued by one of the member states of the Community by the other member states. The right to be engaged in the professional activities according to the specialty in any of the member states is granted by this. At the same time, there are some restrictions: this legal norm does not apply to the teachers, lawyers, pharmacists and physicians. The workers educated for these professions to be employed in another CES

country must undergo the procedure of recognition of their documents on education, established by the legislation of the state of employment. The documents on the scientific degrees and the academic titles undergo the similar procedures (Mikhaleva, 2015).

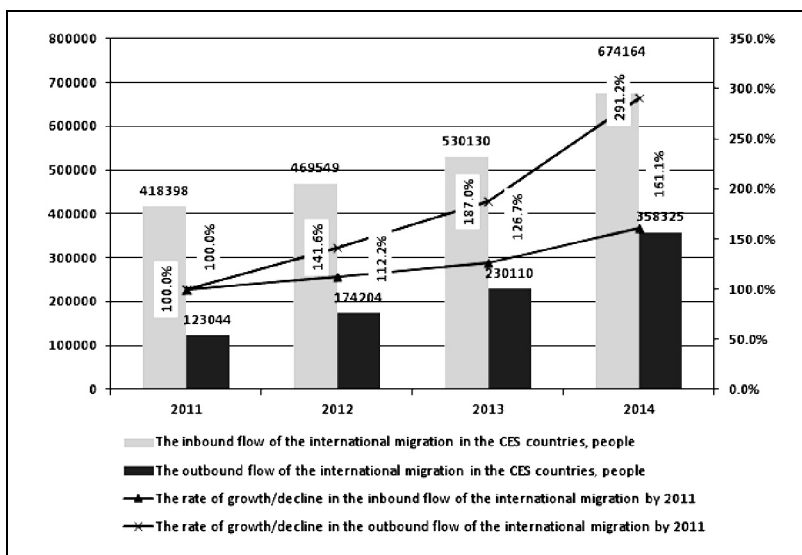
In the framework of the consultative bodies, responsible for the labor migration issues, the CES member countries cooperate in the area of the labor migration management. Moreover, there is a constant exchange of the normative legal acts and the information.

For the purposes of the common labor market formation, the common policy in the field of social security, health care, the export of pensions and the netting of the seniority was formulated (The EDB Centre for Integration Studies, 2012). All citizens of the CES States are provided with the mandatory insurance against temporary disability and maternity, the compulsory insurance against accidents at work and occupational diseases and the compulsory health insurance upon arrival in another country of the Community.

Evaluation of the migration situation in the CES countries

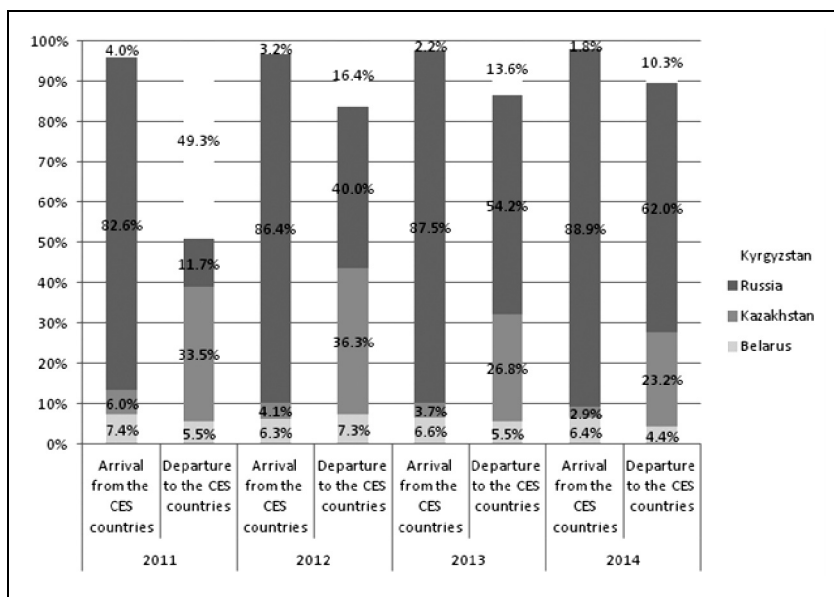
The analysis of the migration flows among the CES member states for the period of 2011-2014 shows a high rate of growth. Thus, the inbound migration flow of four countries (Belarus, Kazakhstan, Kyrgyzstan and Russia) increased 1.5 times, the outbound migration increased almost 2.9 times (Figure 1).

Figure 1. The dynamics of the migration flows in the CES countries for 2011-2014.



Obviously, the main part of the migration flows from the CES countries accounts for the migration to Russia (Figure 2). At the same time, the share of Russia in the total migration flows among the CES countries is increasing annually.

Figure 2. The migration structure by the CES countries.



During 4 years, the number of migrants from the EEC countries to Russia increased by 25.7%, and by the end of 2014 it has become equal to 152 thousand people (as against 121 thousand people in 2011). At the same time, in the structure of the outbound migration flow to the EEC countries, the share of Russia increased from 11.7% in 2011 to 60.9% in 2014. This may be due to the new rules for the statistical long-term migration accounting, providing the registration of the persons registered at the place of residence for a period of 9 months or more, having been withdrawn from the register at the place of residence in connection with the termination of the residence.

The migration flows indicators for four CES member states (with the exception of the Republic of Armenia) are presented in the Table 1.

The second highest number of arrivals from the CES countries belongs to Belarus. During the studied period, the migration flows from the CES countries varied slightly and remained stable in general.

Kazakhstan is the second CES country in terms of the absolute magnitude of the migration flows. However, for the period of 2012-2014 the migration

flow from the CES countries to the Republic of Kazakhstan has been steadily declining. The number of arrivals from the CES countries to the Republic of Kazakhstan decreased from 8,729 persons in 2011 to 4,940 persons in 2014, i.e., more than by 43%.

Table 1
The migration flows indicators for the CES member states in 2011-2014

Indicator	2011	2012	2013	2014
Belarus				
arrival	10,773	9,756	10,526	10,877
departure	5,078	5,588	4,513	4,896
migration balance	5,695	4,168	6,013	5,981
economically active population, thou. people	4,686	4,605.6	4,601.8	4,572.8
migration significance coefficient	0.23%	0.21%	0.23%	0.24%
Kazakhstan				
arrival	8,729	6,348	5,962	4,940
departure	30,734	27,764	22,025	25,610
migration balance	-22,005	-21,416	-16,063	-20,670
economically active population, thou. people	8,774.6	8,981.9	9,041.3	8,962.2
migration significance coefficient	0.10%	0.07%	0.07%	0.06%
Russia				
arrival	120,965	133,645	140,455	152,028
departure	10,774	30,627	44,591	65,330
migration balance	110,191	103,018	95,864	86,698
economically active population, thou. people	75,779	75,676.1	75,528.9	75,428.4
migration significance coefficient	0.16%	0.18%	0.19%	0.20%
Kyrgyzstan				
arrival	5,903	5,017	3,587	3,136
departure	45,225	12,556	11,168	11,364
migration balance	-39,322	-7,539	-7,581	-8,228
economically active population, thou. people	2,490.1	2,496.8	2,468.7	2,504.4
migration significance coefficient	0.24%	0.20%	0.15%	0.13%

The dynamics of the migration outflow of the population of the Republic of Kazakhstan is mainly determined by the dynamics of the emigrants arrived to the territory of Russia (Table 2).

Table 2.
The migration exchange of the Republic of Kazakhstan with other CES countries in 2015

CES countries	2012			2013			2014		
	arrived	departed	balance	arrived	departed	balance	arrived	departed	balance
Russia	4,975	27,127	-22,152	4,278	20,839	-16,561	3,711	23,859	-20,148
Belarus	113	665	-552	99	1,052	-953	201	1,605	-1,404
Kyrgyzstan	1,145	97	1,048	1,455	128	1,327	932	139	793
Armenia	164	6	158	130	6	124	96	7	89
Total for CES	6,397	27,895	-21,498	5,962	22,025	-16,063	4,940	25,610	-20,670

Since 2012, the migration balance of Kazakhstan in the migration exchange with the Russian Federation and the Republic of Belarus has a negative value. Kazakhstan receives a small increase in migration from the CES countries only in the course of exchange with the population of Kyrgyzstan and Armenia.

The Republic of Kyrgyzstan shows the negative dynamics having only 1.8% of the total arrivals in the CES countries. Compared with 2011, when the surge in arrivals to the CES countries was observed, in 2014 the number of arrivals has decreased almost 1.9 times.

In general, the integration of the CES labor markets is low, and the dynamics of migration significance factor by the countries is heterogeneous. The share of the inflow for the economically active population of Russia and the Republic of Belarus increases for the period studied. Conversely, the migration significance coefficient in the Republic of Kazakhstan and the Kyrgyz Republic has a downward trend.

The main characteristics of the migration processes in the Republic of Kazakhstan in terms of Eurasian integration

Despite the fact that currently Kazakhstan is one of the most comfortable for residence countries of all the former Soviet Union countries, and has a well-developed economy and social security system, the migration issues for this country remain quite relevant.

In the context of the ongoing integration processes the Kazakhstan's economy is undergoing a new wave of migration, resulting in the leakage of the intellectual resources and the gradual erosion of the country's human capital (Sadovskaya, 2016).

Currently, more than a third of the migrants with higher education leave the Republic of Kazakhstan. The number of people with higher education, having left the country for abroad, is more than the same number of the people having arrived to the Republic of Kazakhstan. In 2014, the negative migration balance of the population with higher education has reached 4,761 people (Table 3).

Table 3
The dynamics of the emigration of the population of Kazakhstan by education (Statistics Committee of the Republic of Kazakhstan, 2015)

<i>Indicator</i>	2011	2012	2013	2014
Departed abroad, total	340,554	301,963	291,887	343,345
• including people with higher education	108,382	106,349	105,357	122,382
The share of emigrants with higher education in the total number of those who left abroad for permanent residence, %	31.8%	35.2%	36.1%	35.6%
Arrived to the country, total, people	343,300	300,861	292,387	334,534
• including people with higher education	103,792	101,904	102,624	117,621
The share of emigrants with higher education, %	30.2%	33.9%	35.1%	35.2%
Migration balance of the population with higher education	-4,590	-4,445	-2,733	-4,761

The migration outflow is observed in the border areas of Russia (Kazakhstan, North Kazakhstan, Kostanai and Pavlodar regions), where the proportion of Russian-speaking citizens is high.

The Russians are the most numerous (after the Kazakhs) ethnic group in the Republic of Kazakhstan, which amounts to 21% of the population. According to the official statistics, in the period of 2012-2014 the volume of the foreign migration of the Russians amounted to 83,072 people, and only 13,930 people arrived to the country during the same period. The overall emigration coefficient of the Russians at year-end 2014 amounted to 0.55%. Moreover, 14% of the Russians, living in Kazakhstan, are in the increased emigration risk (Simakova, 2016).

Modern Russia is gradually becoming a country attractive for the migrants. The prospective labor market, the satisfactory living conditions, the low tax rate, the social benefits, the unique cultural way are the important factors for the emigration in Russia, which become crucial in case of emigration to a permanent place of residence.

In order to improve the economic environment and to compensate the outflow of the population, the State program on assistance to the voluntary resettlement of the ethnic Russians, having emigrated abroad and having become the citizens of the foreign countries, but decided to return home, was approved in 2006 in the Russian Federation. Initially the program term was limited by 2012, but in 2013 it became unlimited.

It should be noted that the Government of Kazakhstan exercises a similar policy in respect of the ethnic Kazakhs (oralmans) residing in the neighboring countries. In 2008, the program of resettlement of the ethnic Kazakhs "Nurly kosh" ("The light overnight stop") was adopted by the authorities of the Republic of Kazakhstan. This program is aimed at the ensuring of the proper settlement of the repatriates and their adaptation to the new location.

According to official data, over 25 years (from 1991 to January 1, 2016) 261,104 families, or 957,772 ethnic Kazakhs, representing 5.5% of the total population of the country, have returned to Kazakhstan, their historical homeland, and have received the oralman status (Za 25 let Kazakhstan prinyal pochti million oralmanov - MZSR RK [Kazakhstan Has Accepted Nearly a Million of Repatriates for 25 Years - The Ministry of Healthcare and Social Development of the Republic of Kazakhstan], 2016).

The amount of the persons of working age is equal to 55.6 %, the amount of children under 18 years is equal to 39.9%, and the amount of the pensioners is equal to 4.5%. The majority of the repatriates, 61.6%, came from Uzbekistan, 14.2% came from China, 9.2% came from Mongolia, 6.8% came from Turkmenistan, 4.6% came from Russia, and 3.6% came from other countries.

Despite the significant progress on the issues on the regulation of the manpower migration among the countries members of the Community, the integration process in the labor market in the Republic of Kazakhstan is constrained by a number of systemic problems, such as:

The growth of the demographic imbalance between the northern and southern regions of the country. According to the forecast estimates, the

population in the northern regions of the Republic of Kazakhstan will be reduced by almost 1 million people, while in the southern regions of the country, it will increase by almost 5.2 million people. This situation may lead to a shortage of the manpower and a reduction in the growth of gross regional product in the northern regions, as well as to the increased tensions on the labor market.

The uneven placement of the repatriates. The vast majority of the resettled persons have been resettled in the areas with high population density, experiencing the shortage of jobs and a strong demographic pressure on the social infrastructure (21.2% in South Kazakhstan region, 16.3% in Almaty region, 13% in Mangistau region, and 9.4% in Zhambyl region).

The relatively low level of education of the immigrants. Of the total number of the repatriates, who arrived in Kazakhstan, only 8.6% have higher education, and 20.6% have secondary education. More than 71% of the immigrants have no education at all or have a general secondary education. Along with the existing shortage of the skilled manpower in the Republic of Kazakhstan (particularly in the industrial sectors), the net inflow of the uneducated repatriates significantly exceeds the net inflow of educated persons.

The trends in the improvement of the human resource management in the framework of the migration processes optimization on the territory of the CES member countries

The efforts of the CES member countries should be aimed at creation of the conditions for the development of the integration processes in the labor market, the development of a system of measures, contributing to the creation of the conditions for human potential development and formation of the civilized labor market in the CES area (Symposium for International Migration and Development, 2006).

The following aspects should be considered as the priority trends in the formation of a common labor market:

- (a) the establishment of a system of a comprehensive adaptation of the labor migrants in the host country;
- (b) the implementation of the pension mobility practice as the integral part of the unified social policy of the CES countries.

The process of integration of the labor migrants begins with their adaptation in the host country, i.e. the adaptation of a person to the new conditions of his life and work.

A part of the socio-cultural adaptation of the migrants, reflecting their need to maintain the basic needs and the required level of life, is the language adaptation. The migrants arriving in the CES countries are often unable to even fill out the forms on their own, and have to apply to a variety of intermediaries, often becoming the victims of the fraudsters. The ignorance of the language potentially contributes to the fact that the worker, having just arrived in the host country, becomes not only the offender but also the victim. Moreover, the workers in most cases are not adapted to the cultural and social conditions of the host country, which provokes the tension in society and poses a potential threat to the inter-ethnic harmony.

The effective mechanisms for the integration of the migrants on the territory of the CES member countries, including the Republic of Kazakhstan, are the measures aimed at the social adaptation and the provision of the legal advice aimed at the reduction of the number of the illegal immigrants, the crime rates among the immigrants and the number of conflicts with the local population. All of this can be implemented through:

- the introduction of the free host country state language courses for those who will work in the industry, housing and communal services, service sector;
- the arrangement of the offices providing the legal support to the migrants;
- the arrangement of the confidence hot lines for the migrants;
- the arrangement of the seminars for the employers dedicated to the order of employment of the migrants;
- the development and free distribution of the manuals for the employers explaining the rules and procedures for the recruitment of the foreigners;
- the development and free distribution of the phrasebooks for migrants coming from Armenia, Kyrgyzstan, Azerbaijan, Uzbekistan and Tajikistan;
- the development and free distribution of the manuals in pictorial form for the migrants, covering the history, traditions and culture of the host country.

In order to improve the social situation it is required to perform the expository and the educational work. The attention should be focused on the creation of the language environment, provision of the language practice for the migrant workers, so that they can solve their everyday problems, such as finding employment, the ability to fill in the official documents, talking on the street, in a store, clinic, so that they can feel themselves socially significant.

In addition to the formation of the language environment, it is necessary to organize the education on the basics of the migration legislation of the host country. In order to provide the migrants with the legal support it is necessary to create the offices providing the legal support to the migrants in each district, the function of which will include the analytical work on assessment of the migration situation in each district/region as well as the formation of an open database on the legislation of the host country.

The elimination of the registration barriers and the simplification of the licensing procedures in the labor migration among the CES countries can not fully ensure the effectiveness of the integrative processes. The implementation of the agreed social policy within the emerging CES labor market involves the provision of the migrant workers with the social guarantees.

A necessary step towards the regional economic integration is the introduction of the pension mobility practice as the integral part of the freedom of manpower migration in the framework of the Eurasian Economic Community.

The reliability of the netting of the pension rights of the employees and the self-employed population among the donor countries and the recipient countries is crucial for the migrant workers and the sustainable economic development of the countries involved in the CES (EDB Centre for Integration Studies, 2014).

Transfer of the pension rights may be required if:

- the worker migrates to another country. The years of service in the other country shall be taken into account when determining the size of the pension payments;
- the worker migrates to another country and will apply for a pension later;
- the retired person migrates to another country.

To form the mobile pension system on the territory of the CES, the intergovernmental bodies may be given the following recommendations:

the labor and pension space and the contributions should be monitored to ensure the effective communication between the pension funds, to facilitate the statistical accounting and to establish the strong links between the CES pension funds.

The legal framework for the transition to the general pension space within the CES should be developed.

The comprehensive work on the creation of the revenue accounting system (adjusted, if necessary, taking into account the complexity of the factors and conditions) should be continued.

The effective interaction among the pension fund systems in the different CES countries should be established.

The software to facilitate the effective and efficient communication among the CES pension funds should be developed.

Moreover, the following steps should be taken to convey the information and to prepare for the transition to the common pension space:

- to inform the public and to prepare the experts and the representatives of the states that will implement the general pension space project in the CES, to provide the training and information for the Pension Fund employees;
- to perform a comprehensive assessment of the pension funds, to check their readiness for the transition;
- to conduct the public opinion polls on the need and willingness to create a common space in the pension recipient countries for the further development of the adequate feedback program for the public;
- to conduct the polls among the migrants, to be aware of their opinion on the project, the common pension space and their desire to remain in the recipient countries upon retirement.

3. CONCLUSION

The last two decades are characterized by a significant increase in migration flows among the countries – former members of the Soviet Union. The causes of migration within the CES slightly differ from country to country, but in general, they are associated with the low living standards in the donor countries and the lack of jobs, coupled with a relatively high birth rate.

The only exception to this pattern is Kazakhstan, where the economic success has led to the growth in the labor market and the shortage of the manpower. The Republic of Kazakhstan, being the second after the Russian Federation recipient of the migrants on the post-Soviet space, is currently undergoing the outflow of the human resources potential. Given that the sectoral structure of the economy of Kazakhstan is based on the industry,

which requires a lot of effort on the acquisition and accumulation of the human capital, the situation with the growth of the demographic imbalance between the northern and southern regions, the uneven placement of migrant workers, the relatively low educational level of the immigrants, raises the serious concerns.

In order to achieve the maximum result from the use of the migration potential of the Republic of Kazakhstan and in the interests of the CES as a whole, the participating governments recognize the need to develop the common harmonized approaches to the management of the migration processes, creating the favorable conditions for the development of the human resources and the free migration of the manpower within the space of integration.

It can be assumed with great confidence that, subject to the creation of a system of comprehensive adaptation of the labor migrants in the host countries, and also the formation of the common pension space, the benefits from the migration within the CES member countries will be increased, the population migration mood will be improved, the efficiency of the human potential will grow.

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