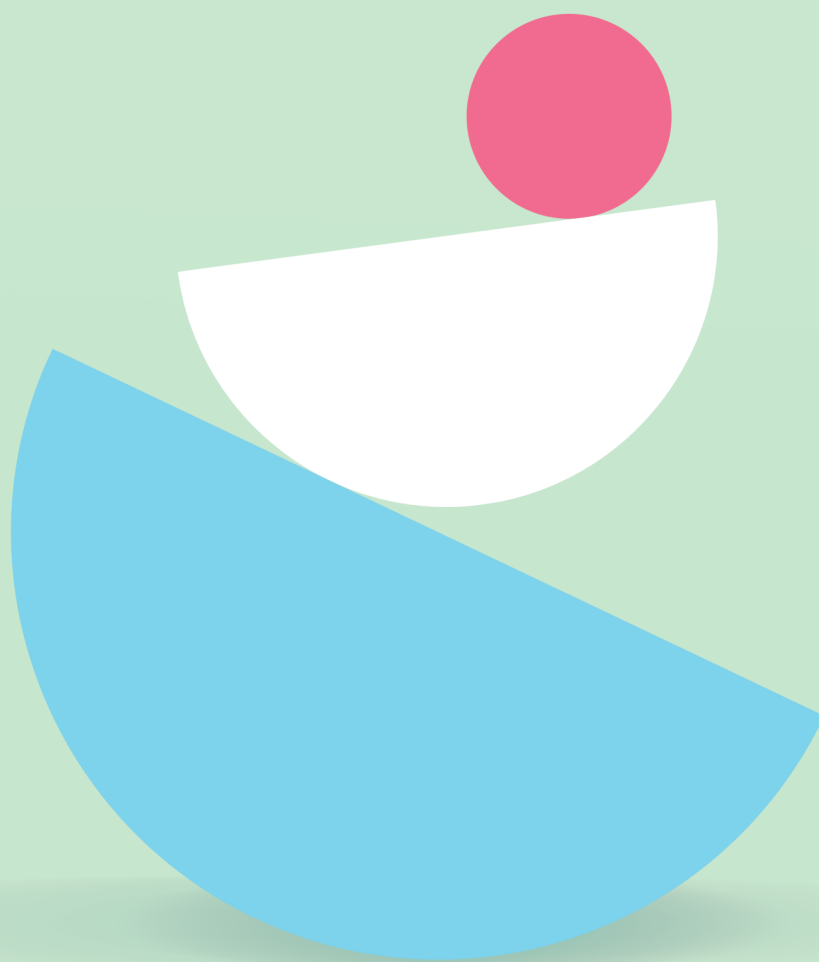


***Executive summary
of the report on the
implementation of
the law on prevention
and protection against
discrimination***



2019 - 2022

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SUMMARY

In addition to the constitutionally guaranteed right to equality, the adoption of the new Law on Prevention and Protection against Discrimination further enhanced the normative presumptions on greater equality and non-discrimination promotion in the society by reinforcing the autonomy and institutional installation of the Commission for Prevention and Protection against Discrimination (hereinafter: the Commission), as a specialized mechanism for the protection of citizens against discriminatory laws, policies and practices.¹ The prescribed legal competences provide the Commission with a broad range of activities, allowing it to concentrate its efforts in all priority areas to effectively deal with discrimination, i.e. prevention and raising the awareness of the public, promotion of the applied international and national legal frame on human rights and providing protection of discriminated citizens.

This report issued by the Network for Protection against Discrimination (hereinafter: the Network) has the goal to impact the efficiency and diligence of the Commission's work, as well as its ability to meet the preconditions for effective implementation of the Law. During its development we considered publically available information on the application of the Law and the Commission's work, the opinions of the members and staff from the Commission's professional service, and those of civil society organizations working on promotion of equality and protection of human rights of vulnerable citizen groups.

The general conclusion is that the lack of political willingness to deal with discrimination in the country and the failure to undertake crucial measures towards improving the factual state of vulnerable citizen groups undermine legislative efforts, thus revealing the true attitude of decision-makers regarding the human rights respect, the improvement of the access to justice and equality and non-discrimination in the society. Unfortunately, the negative practice of "separate", i.e. clashing processes for adoption and implementation of strategies, policies and laws, as well as the political influence on the establishment of independent bodies for human rights protection continues to this day. Furthermore, state legislative efforts towards dealing with discrimination in 2019 and 2020 resulted with bigger legal uncertainty among the citizens as well. Namely, with the adoption of

¹ Analysis of the legal mandate of the Commission for Protection against Discrimination and Prerequisites for Transparency, Accountability and Effectiveness, Association ESE, 2019, available at the following link <http://esem.org.mk/pdf/Publikaciji/2019/Analiza%20na%20zakonskiot%20mandat%20na%20KSZD.pdf>

the Law on Prevention and Protection against Discrimination in May 2019,² the 2010 Law stopped being enforced, which brought an end to the Commission's activities. Despite the legal obligation to elect a new Commission within three months after the adoption of the Law, members were appointed by the Assembly as late as January 2021. In practice, citizens had no access to the Commission as an institutional mechanism for protection against discrimination for almost 2 years despite its existence since 2010. The postponement in the Commission's election was the result of to the prolonged procedure for appointment of members by the Assembly and the withdrawal of the Law by the Constitutional Court in February 2020. First, the Assembly process was postponed, hence the Commission members could not be appointed before the Law was withdrawn by the Constitutional Court, which further prolonged the process since a new law had to be adopted before the appointment procedure could begin. On the other hand, the Constitutional Court made the decision to withdraw rather than annul the Law, resulting in increased legal uncertainty because between February to October 2020, when the new Law was adopted,³ there was no enforceable law, even though protection against discrimination had been regulated by a separate law since 2010. Of particular concern is the fact that the prolongation of the process was not prevented despite the constant advocacy for urgent appointment of the Commission by the Network, civil society and international organizations. Additionally, on the basis of the determined deficiencies which resulted with this postponement in 2019, the Network developed a draft-amendment to Article 18 of the Law on the members' appointment procedure, i.e. establishing precise legal deadlines for each phase of the procedure. The goal was to prevent any future postponement in the appointment procedure, however, the proposed amendment was not accepted by the political parties of the ruling majority in the Assembly. The justification of proposing defined deadlines to the procedure before the Assembly was further confirmed when one of the Commission members resigned, resulting with yet another delay in the appointment. The seventh member was never appointed despite the public announcements and interviews with potential candidates. The Commission is, currently, working with even more limited capacities, i.e. with five of the prescribed seven members, since in 2022 another member handed in their resignation.

In addition to the mentioned shortcomings in the establishment of the Commission, another failure was the inability to provide the necessary financial and human capacities, as well as location to execute the legal competences. The main reason was the violation of the Commission's legally regulated financial autonomy and independence in the planning, distribution and allocation of the budget regarding its activities by the Ministry of Finances and Assembly of RNM. . Despite the provision regulating that the Commission presents its draft-budget before the Assembly, the Ministry of Finances decided on the budget without having consulted the Commission.

² Official Gazette of RNM, No.101 May 22nd 2019

³ Official Gazette of RNM, no. 258, 30th October, 2020.

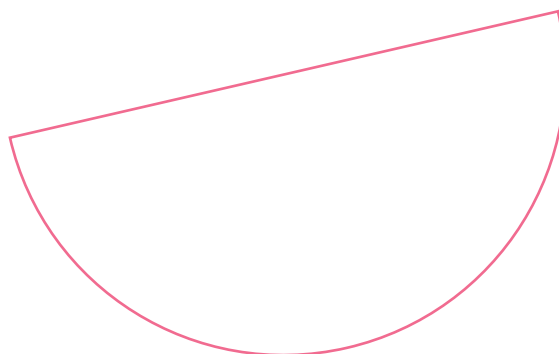
Even though the calculated annual budget amounted to 45,000,000 MKD, only 15,000,000 MKD were approved for 2022, with 22,000,000 respectively for 2023. An additional problem is that the Commission cannot independently allocate the approved finances in accordance with its needs, sometimes resulting with not being able to spend approved budget, even if the total budget might not be sufficient. For instance, although the Commission, in the 2023 draft-budget, planned finances for the implementation of its promotional-preventive function, the Ministry failed to approve it and instead allocated a sum for technical equipment, which in reality was not necessary considering that the Commission had spent finances for that purpose the previous year. Practically, finances were not approved even for the implementation of the Commission's extended competences or for new employment in its professional service. In 2021, new employments were not approved with the budget, in 2022 only three employments were allowed, while in 2023 once again no new employments were foreseen for the Commission. The Commission is currently working with the capacity of only fifth of the necessary human resources, considering that from the total of 57 foreseen job positions in its professional service, only 11 positions are filled, mainly by contracting administrative officers from other institutions. This resulted in limited employment of professionals, which additionally impacted the Commission's capacities to perform its legal competences. The only solution is to abide by the lawfully guaranteed financial independence of the Commission and provide adequate finances and human resources for the effective implementation of the Law. A 2021-2026 Strategic Plan, 2022 Annual Program and Rules of Procedure were adopted in order to regulate the Commission's strategic documents and internal acts. The Commission has still to adopt the Communication Strategy, already developed and waiting, and a Communication Action Plan. Other documents foreseen with the 2021-2026 Strategic Plan, substantial to the Commission's work, are still awaiting adoption, such as a Capacity Development Plan, Burden of Proof Internal Acts, Employment Rulebooks, Internal Organization of the Professional Service, Discrimination Prevention Strategy, Advocacy Plan on Structural Discrimination Types and an Act on Quarterly Informing the Public on Discrimination Cases.

In terms of legal competences, the general conclusion is that the Commission partially conducts the promotional-preventive and protection function, while the advisory-expert function is yet to be established.

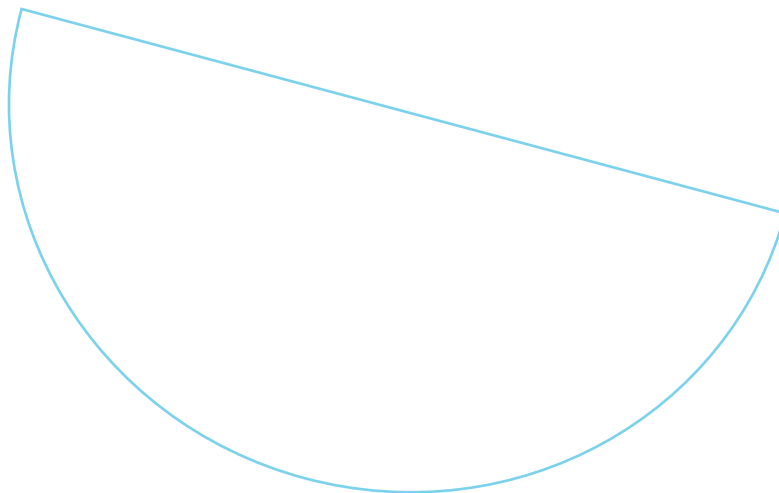
The **Promotional - preventive function** intends to raise the awareness and improve public understanding of equality, diversity and non-discrimination. It is a complex function aiming to help surpass current views, stereotypes and prejudices towards various vulnerable citizen groups, i.e. reduce inequality and discrimination in society. The function comprises of activities related to promotion of equality, human rights and non-discrimination; increasing public awareness, informing and educating;

involvement in the development of formal and non-formal education materials; general recommendations on certain issues; and issuing specific reports on certain issues in the field of equality and non-discrimination. The general conclusion is that there are different levels of execution of the Commission's listed legal competences. The Commission has undertaken initial activities to introduce citizens with its work as well as preventive activities to raise public awareness, informing and educating, issuing general recommendations on certain vulnerable groups, with almost no activities on involvement in the development of formal and non-formal education programs, however, or issuing thematic reports on issues related to equality and non-discrimination.

The Commission's **protective function** aims to provide protection of discrimination victims by acting on applications for protection against discrimination; initiating proceedings ex officio; informing citizens of their rights; following up on issued opinions and recommendations in specific discrimination cases; supporting court protection against discrimination by getting involved in court proceedings; releasing information on discrimination cases to the public on a quarterly basis; and announcing the decisions it has adopted. Most of the Commission's schedule, financial and human resources are allocated to this function, resulting with bigger implementation of competences in comparison to the other two functions. The Commission is most engaged in proceeding in applications for protection against discrimination, making only partial efforts in the implementation of the remaining legal competences related to the protective function. There is, notably, bigger efficiency in the resolution of applications, along with an increase in the number of applications seeking protection against discrimination. For instance, from January 2021 to March 2022, the Commission proceeded to resolve 224 applications, 80% of which are closed. In 2021, the Commission proceeded to resolve 167 applications, compared to the 95 from the first quarter of 2022.



The goal of the **advisory-expert function** is to promote the application of the international and national human rights, equality and non-discrimination legislative framework. This includes monitoring the implementation of the Law on Prevention and Protection against Discrimination and issuing opinions and recommendations; advocating for the ratification of bilateral or multilateral international agreements in the area of human rights and monitoring their implementation; contributing to the preparation of state reports to international and regional human rights bodies and the implementation of their recommendations; harmonization of national legislation, regulations and practices with international and regional human rights instruments; providing opinions on law proposals relevant to discrimination prevention and protection. The Commission is hardly active in the implementation of competences related to the advisory-expert function due to lack of human resources, including knowledge and skills of the members and staff in the professional service on the international and national legal framework for the protection against discrimination and the implementation of individual competences as foreseen in the function.



CONCLUSIONS

Promotional-preventive Function

The general conclusion is that the Commission partially performs its legal competences with regards to the promotional-preventive function, mostly due to the insufficient budget and limited human resources necessary for activities related to improving the public awareness on equality and non-discrimination. All activities conducted by the Commission were financed by external sponsors, also involved in the planning and organization of its activities. In such circumstances, the sponsor's priorities and instructions greatly influenced the Commission's activities. Furthermore, the preventive activities were mostly carried out in cooperation with civil society and international organizations, largely in the form of supporting campaigns, and to a lesser degree by independently initiating activities in this sphere. Simultaneously, the Commission has not yet adopted the Communication Strategy and Communication Plan as a basis for increasing its public visibility and also targeting various groups to increase the awareness of the general and professional public on discrimination prevention and protection. The impact of the conducted preventive activities is limited considering that the main communication channel with the public are the social media, and on the other hand, there is insufficient presence on traditional media, which has greater influence on raising awareness.

Generally, there is improvement in transparency and public announcement of information, mostly via social media and the Commission's website. The Commission has initiated activities to promote its work in the public as well as the procedure for protection against discrimination, by developing and releasing a new website, developing and releasing individual videos featuring its members, as well as animated videos on discrimination and instructions on how to report it. In this context, a positive step was the creation of the new website containing information pursuant to the needs of vulnerable citizen groups.⁴ There is guidance on how to report discrimination, with an additional possibility to report it electronically, while citizens can also download a sample-application, fill it in and send it through mail or hand it directly to the Commission. The LPPD, Strategic Plan, the Annual Plan and Rules of Procedures are also posted on the website, in addition to specific information on public procurement conducted by the Commission. The issuing of periodic reports on the Commission's work and the decisions adopted pertaining to the petitions, including the analytics allowing visitors to search information on individual cases, such as the basis, field of discrimination and case status were of particularly importance. The shortcoming,

⁴ „Research on the Experiences and Knowledge on Prevention and Protection against Discrimination of Vulnerable Citizen Groups, Association ESE, 2019, available at <http://esem.org.mk/pdf/Publikacii/2020/Zastita%20od%20diskriminacija.pdf>

though, is the failure to release any data or minutes on sessions that might offer an insight into the autonomy and quality of the Commission's work. The impact on the general public is limited due to social media being the main channel of communication. Accordingly, communication with the public should be intensified by reaching out to traditional media and activities on a local level, which should boost the knowledge among the general and expert public on the Commission's competences and the chief advocacy points. The positive step forward are the open days for the public, organized in seven towns in 2022, during which citizens received information on discrimination and the procedure for seeking protection before the Commission. The Commission also organized trainings for representatives from Local Self-government Units, Social Work Centres and the Employment Agency and other institutions in eight towns, focusing on Roma rights and the procedure for protection against discrimination. In addition, the Commission organized visitations of Roma households in several municipalities in the state in order to approach this vulnerable group of citizens.

The Commission released a total of six recommendations towards solving specific problems faced by people with disabilities and Roma. More precisely, it released four recommendations on improving the situation of people with disabilities in terms of immunization (vaccination points) during the pandemic, human rights protection for convicted people with disabilities while serving sentences in the penitentiary system, implementation of the provisions of the Convention on the Rights of Persons with Disabilities and providing accessibility and proper adjustment of voting polls across the country. The other two recommendations refer to the promotion of the condition of Roma in terms of the provision of drinking water by the Local Self-Government Units and ending segregation of Roma students. The general recommendations were prepared pursuant to the problems identified in the individual applications filed by these vulnerable groups of citizens. The criteria applied in the issuing of the general recommendations were the number of cases pertaining to the same problem, the severity and urgency of the problem identified. On the other hand, findings from the analysis of the resolution of the applications seeking protection against discrimination indicate to other vulnerable groups of citizens facing frequent discrimination, such as the LGBTI community on social media, regarding which the Commission is yet to issue a general recommendation. Apart from acting upon applications for protection against discrimination, the Commission has failed to apply its other competences towards identifying vulnerable citizen groups or issues requiring general recommendations, such as monitoring the implementation and harmonization of our legislation, regulations and practices of international human rights protection conventions within its advisory-expert function. This is significant towards identifying vulnerable groups that do not turn to the Commission for protection against discrimination, even though discrimination has been confirmed with several documents of international and regional bodies for human rights protection, such as women.

Protective Function

The bulk of the Commission's time and resources were dedicated to the protective function, mostly in acting upon applications for protection against discrimination. Additionally, the Commission has undertaken measures to alleviate the procedure for reporting discrimination by creating the opportunity for online submission on the Commission's website, and uploading a form, which the citizens are free to download, fill in and submit via mail or in person to the Commission.

An electronic system has been created in order to provide independent and equal distribution of cases among Commission's members, however, a deviation from the automatic distribution has been determined, not regulated with the Rulebook on proceeding in cases or another internal act but has been a mutual agreement among the members. On the basis of expertise and previous proceedings on certain cases for protection against discrimination, a practice has been established among the members to come to an agreement and "exchange" assigned cases. Such practice creates an opportunity for an imbalanced distribution of the human resources engaged on cases for protection against discrimination, and overloading the members and staff in the professional service with greater experience and skills in comparison to other colleagues. Simultaneously, the impartiality in the case distribution, granted with the electronic system, is brought into question.

With respect to the manner of communication and decision-making, some cases are presented and discussed orally during Commission sessions while other are communicated via an internal e-mail group comprised of the members, staff of the professional service in charge of archiving the cases and staff working on mail delivery. Essentially, the case is discussed in the group, directions on how the opinion shall be prepared are issued, the opinion is then presented and the final decision is made by the Commission members. The decisions are made with majority votes, whereupon the members oftentimes reach consensus on the type of decisions. Despite the contrasting opinions on the decision made at times, a separate opinion has never been issued since the members believe that issuing a separate opinion is prescribed as a possibility or right, rather than a mandatory obligation in cases when the members do not all agree on the opinion adopted. Practically, this provides for a sort of "unison" in the Commission's work, allowing members with opposing opinions to accept the opinion of the majority after the voting. However, issuing a separate opinion can improve the quality of the decision-making process and members should consider utilizing this opportunity provided with the law in future. With regards to the decisions made, in 37% of the cases the Commission determined discrimination (66 of 176), in 28% discrimination was not determined (49 of 176) and 35% were dismissed (61 of 176). The most common fields of discrimination was employment and labour relations (30%),

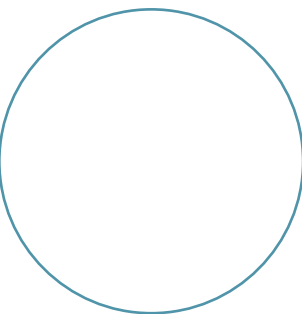
public information and media (30%) and access to goods and services (23%), while in the majority of cases the citizens suffered discrimination on two basis (22) mostly belonging to a marginalized community (21), personal characteristics and social status (21), sexual orientation (16) and gender identity (16).

The different practices deserve mentioning, i.e. the lack of a unified manner in the writing and disclosing of the Commission's opinions. Part of the opinions are explained in details in comparison to others, i.e. contain more elements, such as information regarding international standards on human rights protection, referral to legal provisions from domestic legislation relevant to the specific discrimination case, citing specific cases of the European Court of Human rights case law and/or verdicts rendered by domestic courts. The inconsistency is the result of different capacities, i.e. knowledge and skills of the distinct members and staff in the professional service working on the case. There is divided practice in terms of meeting legal deadlines in discrimination cases. The Commission members find it difficult to meet the established deadlines, particularly the 5 day deadline for delivering the application to the perpetrator of discrimination, who on the other hand has 15 days from receipt to respond. In practice, the problem is postal delivery since the Commission only receives confirmation that the individual has been notified, without specifying whether they were informed on the procedure against them before the Commission or only of a package/letter delivery, quite significant since deadlines begin the moment the party is notified. Consequently, the Commission allows for more than the legally prescribed 15 days for the response, following which it urges the perpetrator once or several times to respond, which prolongs the procedure. The obligation to publish the opinion in the Official Gazette in circumstances when the perpetrator refuses to receive the opinion also factors in the prolongation of the prescribed legal deadlines. Simultaneously, no internal acts or criteria on actions undertaken by the Commission in relation to the deadlines exist.

The majority of the applications seeking protection against discrimination were rejected by the Commission mostly due to lack of information, i.e. unknown perpetrator, the application was not signed by the applicant, unknown or not mentioned potential discriminator. In such circumstances, the Commission's regular practice is to send a request to the applicant, asking for more information within 8 days, underlining what is missing. If the applicant fails to provide the requested information within the deadline, the Commission adopts a decision to reject the application. The Commission's competence is the second reason for rejecting applications, with various practices regarding the form and content of the decision. Some of the decisions are entitled as notification, decision, conclusion, and in two cases as ruling. The difference is due to the lack of a specific provision in the Law on Prevention and Protection against Discrimination regulating the rejection of applications due to lack of competence, forcing the Commission to apply the Law

on General Administrative Procedure instead of the LPPD. This negative practice should be abandoned particularly due to the repercussions the application of the Law on General Administrative Procedure might have on future Commission's actions, such as issuing a legal remedy and the appeal procedure against its decisions even though the Commission is not an administrative body. On the other hand, the content of these decisions varies. Some decisions mention that the specific case does not seek determination of discrimination, or that discrimination had not occurred but rather a violation of the law, while in other decisions the Commission explains why the case does not involve discrimination, referring the applicant where to seek protection of their legal rights.

Initiating proceedings ex officio has been improved, mostly on information obtained through rumours or the media. The criteria applied are social interest, burden of proof and number of people included. The impression is that further efforts are required in initiating proceedings on systematic discrimination, simultaneously with individual cases (incidents) of discrimination the commission is working on.



The Commission has failed to introduce a unified monitoring system for the implementation of recommendations on resolving discrimination. The members individually, with the technical support of the professional service monitor the execution of the recommendations. A practice has also been established to contact discriminators before the deadline is due to receive information whether certain actions have been taken. When a certain state body informs that actions were taken following the recommendation, the members inspect and conduct further checks to make sure the recommendation has been implemented. The Commission has filed around 40 requests for initiating a misdemeanour procedure to the competent court due to disregarding recommendations, but a violation by the discriminators has never been determined. This is the result of inadequate provisions on violation in the Law on Prevention and Protection against Discrimination, according to which the misdemeanour court re-examines whether discrimination did occur. Pursuant to the current wording, a violation is when a discrimination has been determined and not when the Commission's recommendations have been violated.

The Commission has initiated activities on the performance of its activities towards becoming involved or participating in court proceedings for protection against discrimination. The Commission was involved in two proceedings, in the first case upon the invitation of the civil society organization representing the case before the primary court, and in the second case, at the invitation of a physical entity in whose case the Commission had previously determined discrimination. The Commission appeared as the court's friend in two other cases, also upon invitation of civil society organizations. In one case, the Commission was actually invited to testify, since the Law on Legislative Procedure lacks provisions on acting as "the court's friend". Such practice of

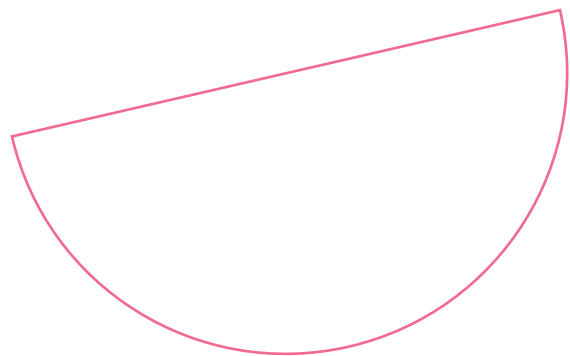
the court is wrong considering that the Commission had never witnessed the event but rather determined discrimination, i.e. segregation of Roma children in education.

Simultaneously, the Coalition should be more actively involved in court cases on protection against discrimination, particularly in a case in which discrimination has already been determined.

The Commission has issued only one professional opinion on the draft-Law Amending the Law on Personal Identification Document, upon a request submitted by a political party. Regarding the quarterly informing the public and releasing the Commission's decisions, there is an infrequent practice to publish quarterly reports on the Commission's work,⁵ while the adopted decisions and recommendations are published regularly on the Commission's website.

Advisory-expert Function

In its past activities, the Commission has performed its competences with regards to the advisory-expert function to a lesser degree. This "neglecting" is due to the lack of human resources, including knowledge and skills of the members and staff in the professional service on the international and national legal framework on protection against discrimination and the performance of individual competences as part of this function.



⁵ Three quarterly reports have been published so far, the first one covering January to May 2021, the second June to September 2021, and the third January to March 2022.

RECOMMENDATIONS

Improving the prerequisites on the performance of the Commission's legal competences

- The Assembly of the Republic of North Macedonia should finish the appointment procedure of the seventh Commission member as soon as possible, upon the conclusion of a public announcement and applicant interviews, taking into consideration their objectivity and professionalism in the performance of their function.
- The Ministry of Finances should ensure the implementation of Article 15 of the Law, i.e. independent planning and distribution of the budget by the Commission, while the Assembly should organize the Commission's presentation of the budget and its approval.
- Finalize the Commission's professional service by employing new staff pursuant to a public announcement, in order to achieve greater autonomy and professionalism.
- The Commission should adopt the internal acts and documents and provide a more efficient performance of the legal competences: Capacity Building Activity Plan, Internal Act on Burden of Proof, Rulebook on Employment and Labour relations, Advocacy Plan according to the Structural Forms of Discrimination, Rulebook on the Internal Organization of the Professional Service, Strategy on Prevention of Discrimination and Act on Quarterly Informing the Public on Discrimination Cases.

Promotional - Preventive Function of the Commission

- Plan and distribute appropriate budget and human resources for the implementation of promotional-preventive activities by the Commission.
- Strengthening the knowledge and skills of the Commission members and staff from the professional service towards the performance of its legal competences related to the promotional-preventive function.
- Adopt a Communication Strategy and Annual Action Communication Plan, defining the indicators, time frame, people in charge and necessary budget, as the basis for the performance of the promotional-preventive function.
- The Commission should consider expanding the communication channels with the public by creating bigger presence on national TV and radio stations, and alternative communication channels to communicate with vulnerable citizen groups, such as face-to-face meetings, visiting vulnerable communities, etc.
- The Commission should undertake measures to perform evenly the individual activities within its promotional-preventive function, particularly contributing to the development of formal and informal education programs and publishing thematic reports on issues related to equality and discrimination.

- The Commission should increase the cooperation with the Ministry of Education and the Education Development Bureau and become more proactively involved in the textbook revision process.
- The Commission should prioritize certain issues in its proceeding on the applications for protection against discrimination, thoroughly presented to the public in thematic reports.
- The Commission should become proactively involved in the planning, implementation, monitoring and assessing the impact of the conducted preventive activities on raising public awareness.
- The Commission should expand its preventive activities by encompassing various vulnerable citizen groups, but also increase the number of promotional-preventive activities.
- The Commission should increase its presence in traditional media, particularly national television stations, to introduce the public with its work and improve the understanding of equality and non-discrimination in society.
- The Commission should continue organizing open days for the public in other towns, particularly in rural areas in the country.
- The Commission should continue organizing training for the Local Self-government Units and the competent institutions on a local level by expanding the topics to include vulnerable citizen groups such as women, LGBTI community, sex workers, people who use drugs etc.
- The Commission should undertake measures to utilize its legal competences regarding all its functions, as a basis to identify priority issues in need of general recommendations. Consequently, on the basis of the findings, increase the number of general recommendations issued.

Protective Function

- The Commission should undertake activities to harmonize the form and content of the opinions pertaining to the applications for protection against discrimination.
- Members and staff of the professional service should attend capacity building training regarding the composition of documents/opinions, international standards and practices etc., as well as develop a program for internally disseminating knowledge and skills (mentorships) within the Commission.
- The Commission should develop internal guidelines on quality indicators of the opinions issued, and a separate template on the elements to be elaborated in the opinion, pursuant to the ground and field of discrimination.
- The Commission should make a more detailed analysis on meeting legal deadlines and the practical aspects that impact the procedure's duration, to serve as a basis for amending the Law or adoption of precise internal criteria regulating the Commission's actions pursuant to the deadlines determined for the procedure.
- The Commission should introduce a unified system to monitor the implementation of the recommendations, including an electronic system that would allow for suitable actions against discriminators in violation of the Commission's recommendations.
- The Commission should initiate amendment to Article 41 of the Law on Prevention and Protection against Discrimination to prevent any obstructions to misdemeanour procedures and provide sanctions for discriminators in violation of the Commission's recommendations.
- The Commission should be more engaged in identifying systematic problems and initiating

procedures ex officio.

- The Commission should unify the manner of acting and the detailed elaborations in decisions rejecting an application due to lack of competence in the matter, including information on the difference between discrimination and human rights violation and referring the applicant to the competent institutions and courts.
- The Commission should introduce the regular practice of publishing quarterly reports on its work.
- The Commission should undertake measures to better inform the public on the opinions and recommendations issued through traditional media, i.e. national TV and radio stations, and employ alternative communication channels particularly important for accessing vulnerable citizen groups.
- Greater promotion of any positive changes related to prevention of discrimination as a result of the Commission's recommendations issued in specific cases.
- Intensify involvement and participation in court proceedings in all cases in which the Commission determined discrimination. Also, the Commission should take measures to monitor court proceedings for protection against discrimination and become more involved on the basis of its findings.
- The Commission should undertake measures to increase the number of expert opinions by systematically monitoring the processes related to the adoption of laws and policies.

Advisory-expert function

- Developing specific indicator plan regarding the performance of individual competences within its advisory-expert function.
- Organizing continuous education, i.e. building the knowledge and skills of members and staff of the professional service on the international, regional and national legal framework on human rights protection, equality and non-discrimination;
- Introducing a monitoring system of the adoption and implementation of the international, regional and national legal framework on human rights, equality and non-discrimination.

