



ANNUAL REPORT

FISCAL YEAR 2024 - 2025

**COMPETITION AND CONSUMER AFFAIRS
AUTHORITY**

MESSAGE FROM THE DIRECTOR GENERAL

Dear Readers,

It is with pride and gratitude that I present the Annual Report of the Competition and Consumer Affairs Authority (CCAA) for the fiscal year 2024–2025.

This year, CCAA reaffirmed its commitment to building a fair, transparent, and competitive marketplace - one where consumers are protected, and businesses operate with integrity. Through stronger surveillance, evidence-based research, targeted public education and cross-sector collaboration, we made meaningful progress in advancing both consumer rights and ethical business practices.

In the face of limited resources, our team remained agile and dedicated - delivering impactful outcomes and responding to emerging challenges with resolve. We continued to refine our regulatory approach, aligning our policies with the evolving dynamics of a modern market.

Looking ahead, we are focused on innovation, inclusivity and responsiveness. Our goal is to create an environment where informed consumers and responsible businesses can thrive - supported by strong legal foundations and forward-looking strategies.

I extend my heartfelt thanks to the Honourable Minister and Secretary of the Ministry of Industry, Commerce and Employment, the CCAA Governing Board and all our partners and stakeholders. Your support drives our shared vision of a marketplace grounded in fairness, trust, and opportunity.

Thank you and Tashi Delek!

“The consumer is the final judge of the quality of goods and services.” – John K. Galbraith

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INTRODUCTION

“Well begun is half done.” This axiom embodies the spirit of the Competition and Consumer Affairs Authority (CCAA) as it presents a comprehensive account of its key initiatives, activities, and accomplishments over the fiscal year.

Throughout the reporting period, the Authority placed strong emphasis on empowering consumers through public education, the proactive dissemination of vital information, and the robust enforcement of consumer protection laws. Targeted advocacy campaigns, vigilant market surveillance, and effective dispute resolution formed the core of our daily operations. Considerable resources were devoted to investigating violations, mediating complaints, addressing unfair trade practices, and conducting awareness programs, market surveillance, and in-depth market studies.

A major highlight of the year was the dedicated effort toward reviewing and amending the Consumer Protection Act and finalizing the Competition Bill. These legislative milestones are envisioned as foundational pillars to advance consumer protection and foster a fair, competitive marketplace in Bhutan. These efforts demonstrate the Authority’s commitment to modernizing the regulatory framework in line with evolving market realities.

This report captures the progress made during the year, shares valuable lessons learned, and outlines strategic priorities for the future. By reflecting on both achievements and challenges, the Authority reaffirms its unwavering commitment to safeguarding consumer interests, ensuring ethical business conduct, and supporting the development of a resilient and inclusive market economy in Bhutan.

CCAA – THE ORGANIZATION AND ITS VISION

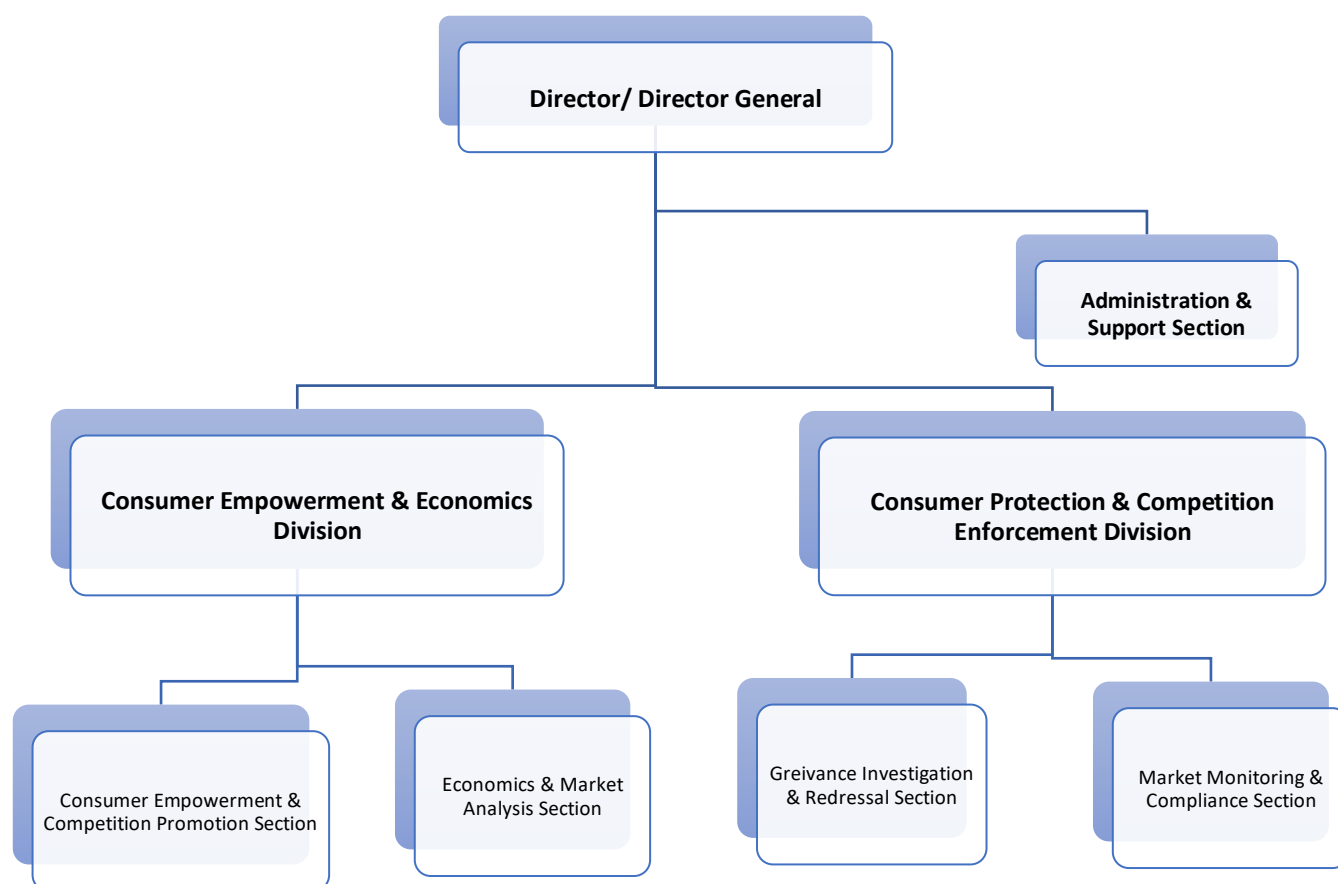
The CCAA is a regulatory agency under the Ministry of Industry, Commerce and Employment (MOICE). It is guided by a Governing Board chaired by the Secretary of MOICE, with members from the government, private sector and civil society organizations. The Board provides strategic direction and oversight to ensure the effective implementation of consumer protection and competition policies. CCAA is structured into two divisions: the Consumer Empowerment and Economics Division (CEED) and the Consumer Protection and Competition Enforcement Division (CPCED) (Fig. I), with a current workforce of 20 staff.

CEED is responsible for consumer empowerment through advocacy and education, promoting market competition, and providing analysis on market trends and the economic impact of CCAA’s policies. Its key functions include public education on consumer rights and business obligations, developing and disseminating advocacy materials, conducting market research and price monitoring, assessing the impact of policies on competition, and drafting relevant

legislation and regulations. CPCED enforces consumer protection and competition laws by investigating complaints, mediating disputes, penalizing unfair trade practices and monitoring market compliance. It manages the consumer complaint system, facilitates the work of Dispute Settlement Committees, and collaborates with other regulatory bodies to address consumer and competition issues.

The Authority works in close coordination with the six Regional Offices of Industry, Commerce, and Employment (ROICE) located in Thimphu, Phuentsholing, Gelephu Samdrup Jongkhar, Monggar, and Trongsa to carry out its mandate nationwide.

Figure 1. Organizational chart of CCAA



The vision and mission of the CCAA are aligned with the vision of the Royal Government of Bhutan as depicted below.



VISION

A vibrant economy characterized by fair and vigorous competition and consumer access to accurate information.



MISSION

Protecting consumers and competition by preventing anticompetitive, deceptive, and unfair business practices through law enforcement, advocacy, and education without unduly burdening legitimate business activity.



STRATEGIC GOALS

Prevent unfair and deceptive practices that are detrimental to consumers in the marketplaces,
Prevent unfair methods of competition that affects individual businesses and the economy in general and are detrimental to consumers in the marketplaces,
Advance CCAA through excellence in managing resources, human capital and information technology.

ANNUAL KPI ACHIEVEMENTS AND BUDGET UTILIZATION.

All 11 Key Performance Indicators (KPIs) set for the fiscal year 2024–2025 were successfully achieved, with several exceeding the targets, such as:

- Against the target of 3,000 business entities for inspection, a total of 3,288 businesses were inspected across all 20 Dzongkhags, achieving 109.6% of the target.
- Similarly, while the target was to publish 5 research papers, 9 papers were published.
- For advocacy and awareness programs, the target was to reach 5000 participants, comprising 4,000 consumers and 1,000 business entities. A total of 5451 participants, including 4,141 consumers and 1,310 business representatives, were achieved, which is 109% of the overall target (103.5% for consumers and 131% for businesses).

All these milestones were accomplished within the approved budget. The total approved budget for FY 2024-25 was Nu. 23.962 million. of this, Nu. 17.569 million was allocated for current expenditure, while Nu. 6.393 million was earmarked for capital expenditure. The financial expenditure for FY is Nu. 21.934 million.

Table I. Budget Expenditure

Funding	Approved Budget	Expenditure	Balance	% of Utilization
Current	17.569	16.829	0.740	95%
Capital (RGoB)	3.671	3.34	0.331	90%
Capital (Project)	2.722	1.764	0.958	64%
Total	23.962	21.934	2.029	91%

EMPOWERING CONSUMERS: AN EMPOWERED CONSUMER DRIVES BETTER MARKETS

Advocacy: Educating Consumers and Businesses

Guided by this belief that knowledge empowers, the Consumer Empowerment and Economics Division (CEED) actively carried out advocacy programs during the fiscal year to promote consumer protection and foster fair business practices across the country.

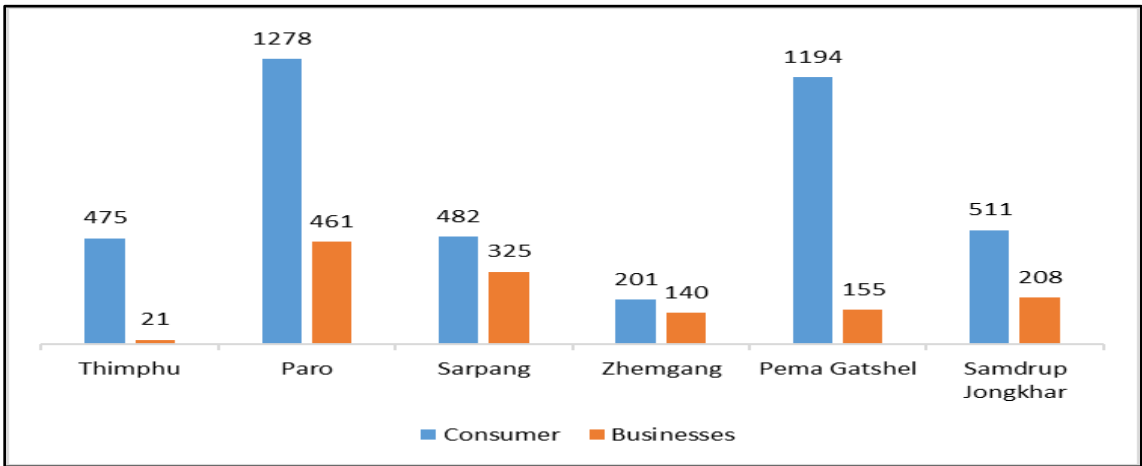
The division reached over six dzongkhags, engaging approximately 4,141 consumers and 1,310 business entities through a variety of awareness and outreach activities. These initiatives aimed to enhance market transparency, empower consumers with informed decision-making skills, and encourage ethical trade competition among businesses.

Campaigns were conducted in both urban and rural areas, including Thimphu, Paro, Sarpang, Zhemgang, Samdrup Jongkhar and Pemagatshel. Target audiences included businesses, farmers,

students, and monks (Fig. II). Sessions covered a wide range of topics such as consumer rights and responsibilities, business obligations, unfair trade practices, online shopping, scams, and grievance redressal mechanisms.

Participants across the country responded positively, with many consumers noting that the programs helped them make better purchasing choices. Businesses also appreciated the guidance on enhancing customer service and complying with legal requirements. The use of local language, relatable examples, and engaging videos ensured the sessions were both practical and impactful.

Figure II. Number of consumers and business establishments reached in the six Dzongkhags



Awareness among civil servants on e-commerce safety

To address the rising number of online scams and the growing use of digital platforms, the Authority conducted targeted awareness programs in Haa and Trongsa Dzongkhags. Aimed at enhancing digital literacy among public servants, including corporate employees, the sessions equipped 134 participants with essential knowledge on e-commerce safety, scam identification, and consumer protection laws. Public servants, as frontline contacts for communities, are expected to cascade this knowledge further, fostering greater awareness nationwide.

The sessions featured practical guidance on spotting digital frauds such as pyramid and Ponzi schemes, understanding consumer rights and navigating Bhutan’s e-commerce regulations. As digital commerce grows, such initiatives are key to empowering consumers and building a safer online marketplace.

Market Price Information (MPI): Guide to Better Buying Choices

Believing that an informed consumer is a powerful consumer, the CCAA continues to publish the average market prices of essential commodities on its website to enable users to compare prices and make smarter, more informed purchase choices.

Over time, this price data will also become a valuable resource for tracking market trends and informing inflation-related policy decisions at the national level.

Price information is systematically collected from 22 major markets across the country, covering 30 essential commodities, including popular brands of staples such as rice, noodles, flour, milk, tea, coffee, processed cheese, butter, and edible oil. The data is gathered quarterly from prominent grocery stores in key towns, with support from the Regional Office of Industry, Commerce, and Employment (ROICE).

By ensuring transparency and accessibility of market price information, the Authority continues to empower consumers while supporting sound economic policymaking.

Education Materials: Informing and Empowering the Public

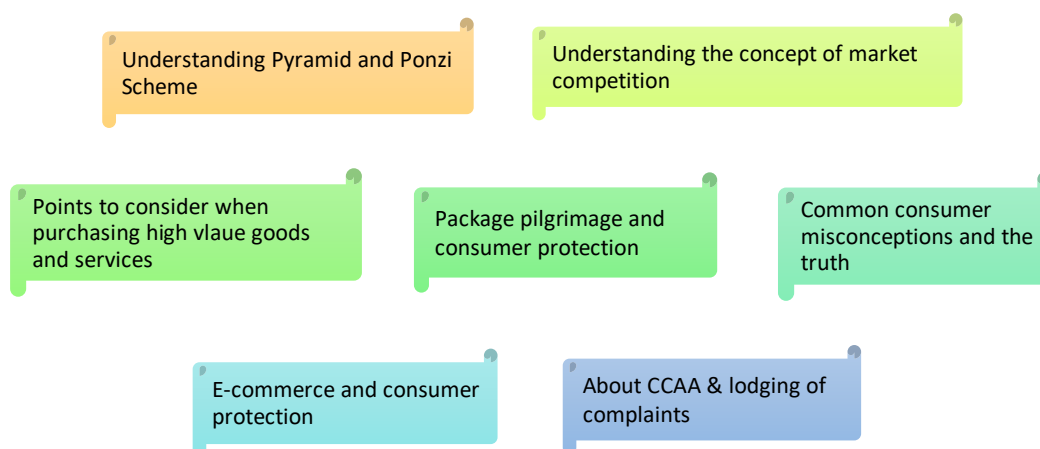
Well-designed and produced educational materials are immensely important in any public advocacy. This belief shaped the Authority's advocacy efforts during the year, with a focus on creating accessible, practical resources to raise public awareness of consumer rights and responsibilities, as well as business obligations.

To improve market literacy and respond to emerging concerns, the Authority produced a series of engaging consumer education materials. Seven animated videos were developed on key consumer protection topics for mass dissemination (Fig. III). In addition, eight informative fact sheets were created to address specific issues such as risks of pyramid schemes, the importance of product labelling, understanding consumer rights and responsibilities, understanding business obligations, and how to look for and interpret sales terms and conditions.

"No matter what task you are assigned with or whatever responsibilities that you need to shoulder, give it your best! No matter how trivial or inessential that task seems as long as it has been assigned to you, you need to carry it out with due diligence and give it a 100%"

- His Majesty The King

Figure III. Videos of major consumer related issues produced for dissemination



These materials were designed to empower consumers to make informed choices while encouraging businesses to comply with fair trade practices. To ensure maximum reach, they were shared widely across popular digital platforms such as Facebook, YouTube, and the CCAA website.

By delivering consistent, accessible, and relatable information through multiple channels, these initiatives played a vital role in raising awareness and strengthening consumer protection across the country.

KEEPING BUSINESSES ETHICAL & REDRESSING CONSUMER GRIEVANCES

Redressal: Building Consumer Trust

The CCAA received a total of 158 complaints during the period, of which 116 were individual complaints and 42 were general. There were 92 complaints from Thimphu Thromde alone, which was the highest when compared to other Dzongkhags and Thromdes. Most of the complaints received pertain to contaminated or defective products, followed by issues related to the non-delivery of goods and services (Fig. V)

Figure V. Number of consumer complaints by type



As part of its consumer redressal efforts, the office facilitated total refunds amounting to Nu. 509,529.81 for 29 consumers during the year. In addition, several cases involving defective products were addressed through repairs and replacements. The office also undertook corrective measures by rectifying unfair business practices and imposing fines and penalties of Nu. 309,104 on a business for misleading consumers and providing advisory support to aggrieved consumers. Further, certain business operations, such as pyramid & Ponzi schemes that were deemed illegal as per the law, were closed.



SURVEILLANCE: SAFEGUARDING FAIRNESS & SAFETY IN THE MARKETPLACES

Safeguarding the Market Through Surveillance

The Authority's ongoing market surveillance efforts are critical in ensuring compliance with consumer protection laws and fostering fair business practices across the country.

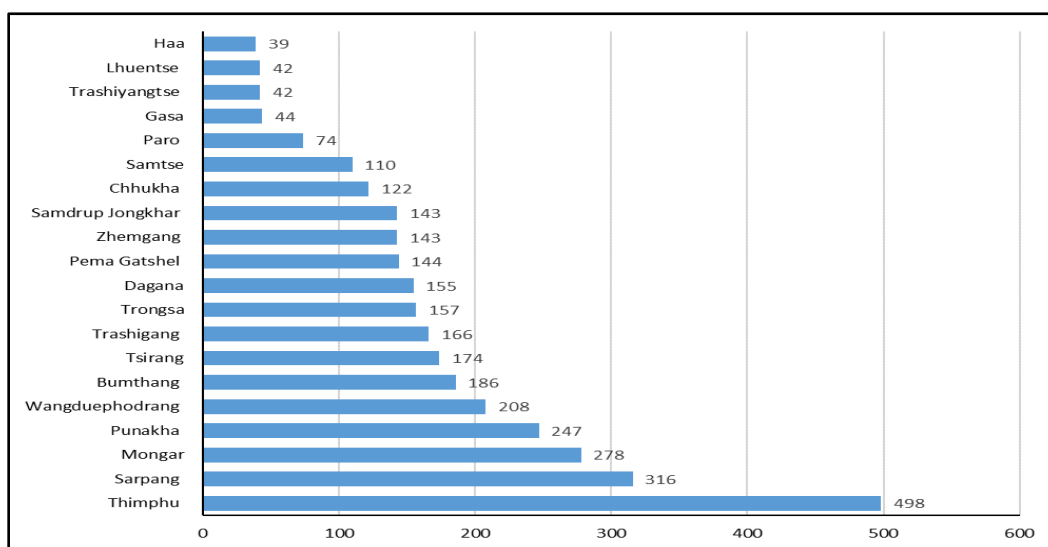
During the period, a total of 3,288 business firms were covered, covering all twenty dzongkhags and spanning a wide range of business sectors. The surveillance teams examined petroleum retail outlets, hotels and restaurants, hardware stores, garment shops, groceries, cement agents and fruit & vegetable (F&V) vendors, among others, to ensure adherence to laws and ethical practices.

"Indeed, I really appreciate your dedication to resolving my case to a successful conclusion. Your prompt response was much appreciated."

In certain inspections, officials from the Bhutan Food & Drug Authority (BFDA), Bhutan Standards Bureau (BSB), and Regional Office of Industry, Commerce & Employment (ROICE) participated, reflecting a coordinated, multi-agency approach to market monitoring.

These sustained efforts underscore the Authority's commitment to maintaining a fair, transparent, and consumer-friendly marketplace.

Figure 6. Dzongkhag-wise market monitoring



Equipping for more efficient market regulation

Laboratory goods worth Nu. 520,977 were procured to enhance the effectiveness of inspections and market surveillance. The procured items including measuring devices for fuel dispensers, hydrometers, vernier calipers, thermometers were calibrated by the BSB and have been allocated to the CCAA inspectors and also distributed to all the ROICEs.

..... "I would like to express gratitude to the CCAA for their time, effort, and professionalism in facilitating the resolution. I was able to recover Nu. 81,500."

-Khem Raj Chetri (Consumer who got reimbursement from an ECPF)

DSC: Reducing the Litigation Burden

The Dispute Settlement Committee (DSC) plays a vital role in resolving cases referred by the Authority where initial mediation had failed. Two cases were referred to the DSC during the year. One dispute was amicably resolved, while in the second one, the complaint was withdrawn due to challenges in substantiating the damage claim.

..... "I successfully received a refund of Nu. 84,610.90. I truly appreciate the way my case was handled" - Kinley Zangmo (Consumer who got reimbursement from business firm)

IMPROVING BUSINESS ECOSYSTEM FOR BETTER CONSUMER PROTECTION

Research to Inform Policy and Action

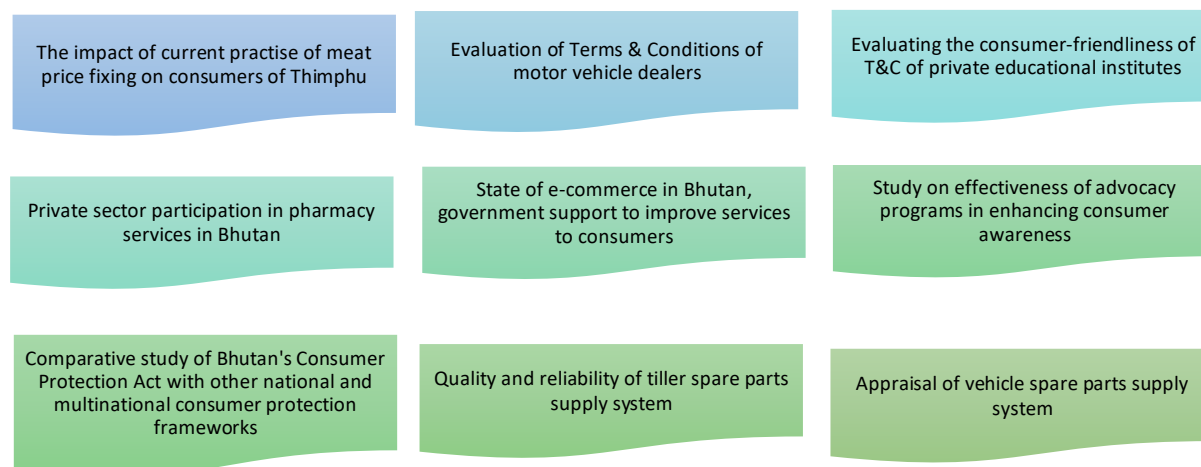
"An investment in knowledge pays the best interest." Guided by this principle, the Authority places a high priority on conducting market research to support evidence-based policymaking and targeted interventions.

During the 2024–2025 period, the Authority undertook a series of studies on diverse and critical issues — including the dynamics of the private pharmacy sector and its implications for consumers, the competitiveness of the meat retail business and the fairness and transparency of sales terms and conditions offered by big businesses.

These research efforts generated valuable insights and practical policy recommendations for sectoral agencies. They also helped inform enforcement strategies, guide ongoing legislative reform, and shape more effective consumer education programs. The full research reports are

available for public access on the CCAA website, reinforcing our commitment to transparency and informed decision-making.

Figure VII. List of research on issues affecting consumers conducted for evidence-backed interventions



Amendment of the Consumer Protection Act: Adapting to Evolving Priorities

The Consumer Protection Act, 2012, was enacted to safeguard consumer rights and promote fair trade practices. Over time, however, several gaps and inefficiencies became evident, including inadequate penalty provisions, ineffective dispute resolution mechanisms, and outdated clauses that no longer reflect current market realities.

Recognizing these shortcomings, the Authority prioritized the review and amendment of the Act during the reporting year. The deficiencies — such as weak penalties, outdated provisions, and ambiguous dispute resolution mechanisms — were identified through a comprehensive Legislative Impact Assessment. To ensure broad-based stakeholder input, consultations were conducted in Bumthang, Samdrup Jongkhar, and Thimphu.

The proposed amendments aim to modernize the Act, strengthen enforcement provisions, and bring it into alignment with the Civil Service Reform Act 2022 and other legislation enacted since the CPA's promulgation.

Competition Bill: Establishing a Framework for Fair and Competitive Markets

The Authority finalized the draft Competition Bill during the year. The bill, now translated into Dzongkha and vetted by the Office of the Attorney General, is currently awaiting Cabinet endorsement before submission to Parliament.

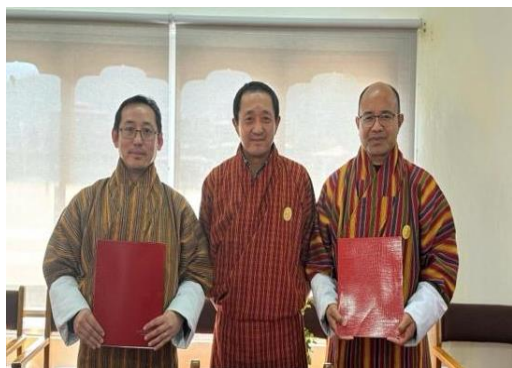
Once enacted, the Competition Bill will establish a strong legal framework to prevent market dominance, deter anti-competitive practices such as collusion, and promote fair and healthy

competition in the marketplace — ensuring a level playing field for businesses and better outcomes for consumers.

KEY HIGHLIGHTS

Leadership Transfer: Fostering Fresh Perspectives

In keeping with the government's commitment to good governance and professional development, there was an internal transfer of two division chiefs, effective 27 February 2025. Mr. Jigme Dorji, Chief of the Consumer Empowerment and Economics Division (CEED), assumed responsibility as the Chief of the Consumer Protection and Competition Enforcement Division (CPCED); while Mr. Gopal Pradhan, who previously served as Chief of CPCED, has taken over as Chief of CEED.



These leadership changes aim to bring fresh perspectives to both divisions and strengthen CCAA's efforts in protecting consumers and promoting fair competition. The transfers also support the development of cross-functional experience within the organization.

Picture 1: Keeping the CCAA senior management fluid and dynamic

Governing Board: Steering Strategic & Institutional Oversight

The Governing Board (GB) convened four times (October 2024, January, April, and June 2025) during the fiscal year, in line with the prescribed sitting norms. The GB plays a critical role in providing strategic guidance, policy oversight, and institutional direction for better consumer protection.

Currently, the GB is comprised of the following members:

- Dasho Tashi Wangmo, Secretary, MoICE - Hon'ble Chairperson
- Mr. Chandra B. Chhetri, Secretary General, BCCI- Member
- Mr. Passang Tshering, CEO, Bhutan Toilet Organization - Member
- Mr. Sonam Tshering Dorji, Director, Department of Trade - Member
- Mr. Ugyen Penjore, Director general, CCAA - Member Secretary

Sustainable Consumption & Production (SCP) Project: Activities and impact

-Launching the Bhutan Green Label: A Milestone for Sustainability

“We do not inherit the earth from our ancestors; we borrow it from our children.” This principle of stewardship guided one of the Authority’s landmark achievements during the reporting year — the launch of the Bhutan Green Label.

Introduced under the Sustainable Consumption and Production (SCP) Project, the Bhutan Green Label was implemented by the CCAA in close collaboration with the Bhutan Standards Bureau (BSB), with support from GIZ Thailand and Germany’s Federal Ministry for the Environment, Nature Conservation, Nuclear Safety and Consumer Protection (BMUV).

The eco-label recognizes and promotes environmentally responsible products — such as cement and TMT bars — that meet stringent sustainability criteria. The launch event, held on September 12, 2024, was graced by the Honourable Minister of MOICE and attended by senior government officials, development partners, and representatives from GIZ and BMUV.

Developed through extensive stakeholder consultation and collaboration, the Bhutan Green Label reflects the nation’s resolve to minimize industrial environmental impacts and advance Bhutan’s journey toward sustainable development.



Picture 2: Hon’ble Minister, MOICE at the launch of Bhutan Green Label, flanked by officials of the BMUV and GIZ and local government officials

HUMAN CAPITAL DEVELOPMENT: Training, Workshops, Meetings, and Visits

-ISO 14001 CQI-IRCA Lead Auditor training under SCP Project

To strengthen the capacity of agencies responsible for auditing environmental standards, a five-day ISO 14001 CQI-IRCA Lead Auditor Training was conducted in September 2024 in Thimphu. The training aimed to enhance participants' knowledge of environmental management systems, audit processes, and international certification requirements. Officials from the BSB and the Department of Environment and Climate Change (DoECC) were trained by resource persons from IQCS Certification Malaysia. The course equipped participants with the necessary skills to plan, conduct, and report environmental audits in line with ISO 19011 and ISO/IEC 17021 standards.

Regional Conference: Sustainable Consumption and Production in Southeast Asia

With funding support from BMUV, officials from the CCAA, BSB, Ministry of Finance (MOF) attended the Conference on ASEAN Sustainable Consumption and Production (SCP) Policies and Practices held from October 21–22, 2024, in Malaysia. This was a gathering of regional and international experts to discuss progress in sustainable consumption across Southeast Asia. Organized by the Asia Pacific Roundtable for Sustainable Consumption and Production (APRSCP) with support from Germany's BMUV, the event highlighted 12 years of cooperation on sustainability initiatives. The meeting discussed ecolabeling, green public procurement and sustainable consumer lifestyles, and also marked the official conclusion of the SCP Project.

Study Visit to Germany to learn their experience in Green Public Procurement and Ecolabelling

As part of the SCP project, a delegation of four officials from BSB and CCAA undertook a study visit to Germany to learn from the country's advanced practices in Green Public Procurement (GPP) and eco-labelling. The delegation engaged with key stakeholders, including BMUV, GIZ, and the Federal Environment Agency (UBA), gaining insights into Germany's GPP policies, ecolabel development, and certification processes. Highlights included visits to green-certified offices and a bio-based company, offering practical examples of sustainability in action. The experience provided valuable knowledge to support Bhutan's ongoing initiatives in building robust ecolabelling systems and sustainable procurement frameworks.

Workshop on Ecolabel Criteria for Cement and High-Strength Deformed Steel

A total of 14 participants from various cement and steel manufacturing companies in Bhutan attended the capacity-building workshop on ecolabel criteria for cement and high-strength deformed steel rebars. Held from 7th to 9th October 2024, the workshop was organized by the CCAA in collaboration with the BSB. Facilitated by trainers from the College of Natural Resources (CNR), Bhutan, the workshop aimed to enhance participants' understanding of ecolabelling

requirements, the certification process, refinement of eco-vision statements, and the promotion of sustainable production practices.

Building Research Capacity Through Professional Development

At the CCAA, we recognize that *“knowledge is power”* — and that good research forms the backbone of sound, evidence-based policymaking.

In April 2025, the Authority organized a two-day professional development workshop on *“Planning, Designing, and Conducting Market Research”* for officers of the CCAA and Regional Offices of Industry, Commerce, and Employment (ROICES). Conducted in collaboration with resource persons from the Institute of Management Services (IMS), Thimphu, the workshop equipped participants with practical skills in research design, data analysis, and report writing.

This initiative reflects the Authority’s continuing commitment to strengthening its research capabilities and institutional capacity. Funded by the Royal Government of Bhutan, the training



was well-received by participants, who expressed keen interest in further advanced sessions on market research and investigative techniques to deepen their expertise.

Picture 3: Market research capacity building.

Petroleum Product Testing Training in India

Three Inspectors from the Consumer Protection and Competition Enforcement Division (CPCED) attended a training program on “Petroleum Quality Testing” at the CSIR-Indian Institute of Petroleum, Dehradun, India, from June 9–13, 2025.

The training, which was a combination of theoretical sessions, laboratory visits, and field visits, aimed to enhance participants' understanding of petroleum quality standards, fuel adulteration detection, safety protocols in handling and storage and effective management of consumer complaints and regulatory inspections.

The knowledge gained, particularly in areas such as adulteration detection, consumer complaint resolution, dispenser operation, and safety standards, is expected to greatly improve the effectiveness of regulatory inspections and enforcement of fuel quality standards in Bhutan.



Picture 4. Training on Petroleum Product Testing

Supply Chain Resilience Training in Singapore

Two young officers participated in the training program “Supply Chain Resilience”, organized under the Japan-Singapore Partnership Programme in Singapore in June 2025. Participants gained valuable insights into Singapore’s whole-of-government approach to managing supply chain disruptions, the impact of global events like pandemics on international supply chains, and the importance of public-private collaboration.



Picture 5: Participants of the training on Supply Chain Resilience (Ms. Tshering Dema is third from the right and Mr. Neten Wangchuk is third from the left in the second row).

CELEBRATION AND CAMARADERIE: BONDED FOREVER

Observing World Consumer Rights Day 2025

“We do not inherit the earth from our ancestors; we borrow it from our children.” This timeless proverb captures the essence of this year’s World Consumer Rights Day, observed on March 15, 2025. The global theme, “A Just Transition to Sustainable Lifestyles,” highlighted the importance of responsible consumption and environmental stewardship.

To commemorate the occasion, the CCAA organized a clean-up campaign along the scenic Dochula–Lungchutse hiking trail. Staff and volunteers collected and responsibly disposed of more than eight kilograms of plastic, paper, and glass waste strewn along the route. This meaningful gesture underscored the Authority’s steadfast commitment to promoting sustainable practices while advocating for informed, responsible consumer behavior that safeguards both people and the planet.



Pictures 6 & 7: Observing World Consumer Rights Day en route to Lungchutse: collecting waste in keeping with the theme

Fostering Team Spirit and Responsibility

At the CCAA, we believe that a team is only as strong as its weakest link - and by nurturing camaraderie, balance, and shared purpose, we strengthen the whole.

To welcome 2025 on a cheerful note, staff came together for a simple yet spirited New Year celebration. The program featured a cake-cutting ceremony, light refreshments, and lively dance performances by staff members. The event was a meaningful way to foster team spirit, build morale, and mark the start of the year with positivity and togetherness.



Picture 8. Welcoming the New Year

In the same spirit of collaboration and wellbeing, friendly basketball and khuru matches are organized regularly among staff. These inter-divisional games offer colleagues the chance to engage outside their usual roles, strengthening relationships, encouraging healthy competition, and promoting a balanced work-life culture. The matches continue to be a fun and active way to build teamwork and cooperation.

At the end of each month, the Authority observes Zero Waste Hour, during which staff clean the office premises and surrounding areas. Periodic office hikes are also organized to connect with nature and promote well-being. These initiatives reflect our commitment to environmental responsibility, sustainable practices, and creating a clean, inspiring workplace for all.

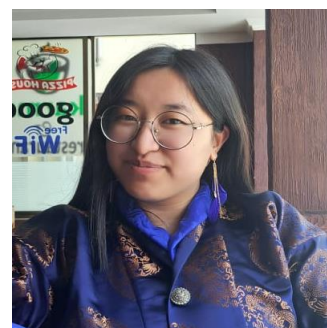


Picture 9 & 10. Inter-division basketball and khuru match – building team work

Saying Hello and Goodbye

Every arrival and departure marks both an ending and a beginning — a reminder that when one door closes, another opens.

We were delighted to welcome Ms. Lekey Zangmo to the team as an Assistant Program Officer. A native of Pema Gatshel Dzongkhag, Ms. Zangmo earned her B.Sc. Sustainable Development in 2022 from the College of Natural Resources, and successfully cleared the RCSC examinations in March 2025. With her energy and fresh perspective, she has already strengthened the Consumer Protection and Competition Enforcement Division (CPCED), adding to the office's dynamism and capacity.



Picture 11: Lekey Zangmo

At the same time, it was a moment of mixed emotions as we bid farewell to three of our promising colleagues, Mr. Neten Dorji, Ms. Pema Choden, and Ms. Singye Choden. Their unwavering dedication, professionalism, and contributions over the years have left an indelible mark on the Authority. While their absence will be deeply felt, Team CCAA extends heartfelt appreciation for their service and wishes them every success in the next chapters of their journeys.



Picture 12 , 13 and 14: Neten Dorji, Pema Choden and Singye Choden

GAZING INTO THE FUTURE

Moving forward, the CCAA will continue to strengthen its role in fostering a fair, transparent, and consumer-friendly marketplace.

This will be achieved by continuously enhancing the skills and competencies of its staff, stakeholders, and consumers to ensure the effective enforcement of consumer protection and competition laws.

Market surveillance efforts will be intensified and modernized to ensure regulatory compliance and to create a safe and informed trading environment. At the same time, the Authority will expand its advocacy and education initiatives to empower consumers, particularly vulnerable groups, by increasing awareness of their rights and responsibilities.

Improving the efficiency and responsiveness of the grievance redressal system remains a priority, with a focus on leveraging technology to build public trust and accountability.

Institutional development will be pursued to establish a resilient and adaptable framework that can respond to evolving market challenges.

Furthermore, Authority will undertake regular market studies, consumer behavior assessments, and policy research to guide evidence-based decision-making and strategic planning.

By focusing on these critical areas, the Authority will reinforce its institutional effectiveness and ensure that both consumers and businesses thrive in a just, competitive, and transparent economic environment, contributing to broader national goals of equity, sustainability, and well-being.

"A single bee may be just an insect, but a hive, moving with discipline and purpose, is a force to be reckoned with. Bees that move together in a swarm cannot be taken for granted. They punch above their weight, and command respect. Hives are adaptive, resilient, agile, and swift. They think together, act together, and work together. The hive strategy will determine our success."

- His Majesty The King