



# **ANNUAL REPORT**

**FY 2025-26**

**COMPETITION AND CONSUMER AFFAIRS  
AUTHORITY**

## MESSAGE FROM THE DIRECTOR GENERAL

Dear Reader,

It gives me great pleasure to present the Annual Report of the Competition and Consumer Affairs Authority (CCAA) for the fiscal year 2025–2026. This report offers a window into what the agency has achieved, how it has stewarded public resources, and how faithfully it has discharged its mandate over the past year. It stands both as a record of accountability and as a reflection of our performance.

The year under review was not without its challenges. We saw a rise in consumer complaints, instances of non-compliance with consumer protection laws, high inflation in essential goods that caused genuine public concern, and a troubling increase in scams. In response, CCAA continued to strengthen market oversight through enhanced surveillance, consumer awareness programmes, investigations, market research, and more effective complaint resolution. Alongside this, we advanced key legislative work, including the drafting of the Competition Bill and amendments to the Consumer Protection Act and undertook numerous studies to inform policy recommendations and market correction. I am pleased to share that, despite limited resources, we met all our key performance targets while also expanding our outreach and strengthening digital service delivery.

These achievements are a testament to the dedication and professionalism of our staff, and to the continued support of the Ministry of Industry, Commerce and Employment (MoICE), the CCAA Governing Board, the Dispute Settlement Committees (DSC), the Regional Offices of Industry, Commerce and Employment (ROICE), fellow departments and regulatory agencies, business entities, and the public at large. I extend my sincere gratitude to each of them for their invaluable contribution to advancing consumer wellbeing.

We cannot afford to rest on our laurels. As we look to the year ahead, CCAA remains firmly committed to strengthening consumer protection, promoting fair competition, and building a marketplace that is transparent, competitive, and trusted for the benefit of all consumers.

Thank you.

Ugyen Penjore  
Director General, CCAA

---

## Table of Content

<b>Message from the Director General.....</b>	<b>1</b>
<b>Part 1 — Organizational Overview.....</b>	<b>2</b>
About Us.....	2
Our Spirit.....	2
Our Mandate.....	3
Our Governance Framework.....	3
Vision, Mission, and Strategic Goals.....	4
<b>Part 2 — Performance Highlights, FY 2025–26.....</b>	<b>5</b>
KPI and Budget Utilization.....	5
Key Achievements at a Glance.....	6
<b>Part 3 — Consumer Empowerment and Outreach.....</b>	<b>7</b>
On Caveat Emptor and Caveat Venditor.....	7
Connecting with Netizens.....	8
Towards Inclusive Consumer Communities.....	8
Reimagining Compliance: Sector-Specific Advocacy.....	9
Keeping a Finger on the Pulse of the Market.....	9
<b>Part 4 — Market Regulation, Enforcement and Redressal.....</b>	<b>9</b>
Spotting and Stopping Market Harms.....	9
Standing Up for Rights When Consumers Are Wronged.....	10
Dispute Settlement Committee.....	11
<b>Part 5 — Legislation and Policy.....</b>	<b>11</b>
In Action: Revisiting the Consumer Protection Act.....	11
Many Hands, One Mission.....	12
<b>Part 6 — Research and Market Studies.....</b>	<b>12</b>
<b>Part 7 — Human Capital Development.....</b>	<b>14</b>
Building Capacity, Broadening Perspectives.....	15
Staff Well-Being and Recognition.....	15
Team Building and Organizational Culture.....	17
Staff Movements... Welcoming and Farewell.....	18
<b>Part 8 — Challenges and Way Forward.....</b>	<b>19</b>

---

---

## PART 1- ORGANIZATION OVERVIEWS

### ABOUT US

*“Protecting consumers, promoting fair competition, and strengthening market confidence.”*

The Competition and Consumer Affairs Authority (CCAA) is the national authority mandated to promote fair competition and protect consumer rights in the country. Established in 2014 to ensure a fair, transparent, and competitive marketplace, the Authority plays a vital role in safeguarding consumer interests and fostering responsible business conduct.

CCAA undertakes a wide range of functions, including the enforcement of consumer protection law and competition policy, market monitoring, consumer grievance redressal, consumer education, market research, and stakeholder engagement. Through these efforts, the Authority works to enhance consumer welfare, improve market efficiency, and strengthen public confidence in the marketplace.

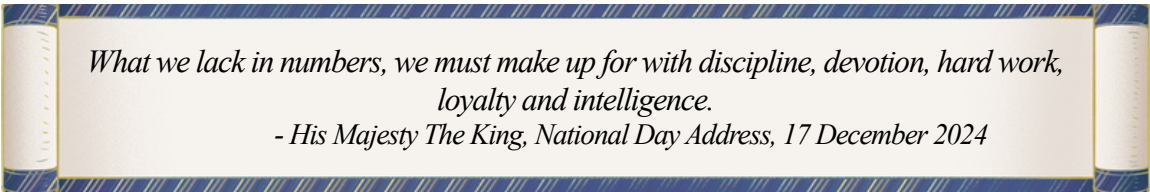
By empowering consumers through various outreach programmes, disseminating market price information, and tracking deceptive market practices, CCAA ensures that consumers remain informed and protected against harm. By encouraging and ensuring that businesses compete fairly and ethically, the Authority contributes to a vibrant market environment that supports Bhutan's sustainable and inclusive economic development.

### OUR SPIRIT

The spirit of CCAA is founded on the principles of fairness, integrity, accountability, and service to the public. These values guide every aspect of our work as we strive to protect consumer interests, promote ethical business conduct, and strengthen trust in the marketplace.

We believe that informed consumers and responsible businesses are essential to a healthy and competitive economy. Through professionalism, collaboration, innovation, and stakeholder engagement, we work to create an environment where consumers are empowered, businesses compete on merit, and markets operate transparently and efficiently. More than a regulatory authority, CCAA aspires to be a trusted partner in advancing consumer welfare and fostering a marketplace that benefits all consumers in the country.

CCAA remains guided by His Majesty's vision of an Enlightened Entrepreneurial Bureaucracy (E2B) and the national aspiration of tenfold (10X) productivity. In keeping with this vision, the Authority strives to enhance efficiency, foster innovation, strengthen service delivery, and generate greater value for consumers. CCAA further continues to embrace proactive and forward-looking approaches in advancing the cause of consumer protection and market competition in the country.



*What we lack in numbers, we must make up for with discipline, devotion, hard work, loyalty and intelligence.*

*- His Majesty The King, National Day Address, 17 December 2024*

## **OUR MANDATE**

CCAA's mandate is “to provide for the protection of the economic interest and safety of consumers and to ensure better consumer products and services, to facilitate quicker redressal mechanisms, and to avoid economic harm and adverse consequences in the course of acquiring and using goods and services made available in the market.”

Our core responsibilities include:

- Protecting consumers against unfair trade practices and market misconduct
- Promoting and safeguarding fair competition among businesses
- Monitoring market conditions and addressing anti-competitive behaviour
- Investigating and resolving consumer complaints and disputes
- Conducting consumer awareness and business education programmes
- Undertaking research and market studies to support evidence-based policy and decision-making
- Collaborating with stakeholders to strengthen consumer welfare and market integrity
- Through the effective discharge of these responsibilities, CCAA aims to enhance consumer confidence, support responsible business practices, and contribute to Bhutan's sustainable and inclusive economic growth.

## **OUR GOVERNANCE FRAMEWORK**

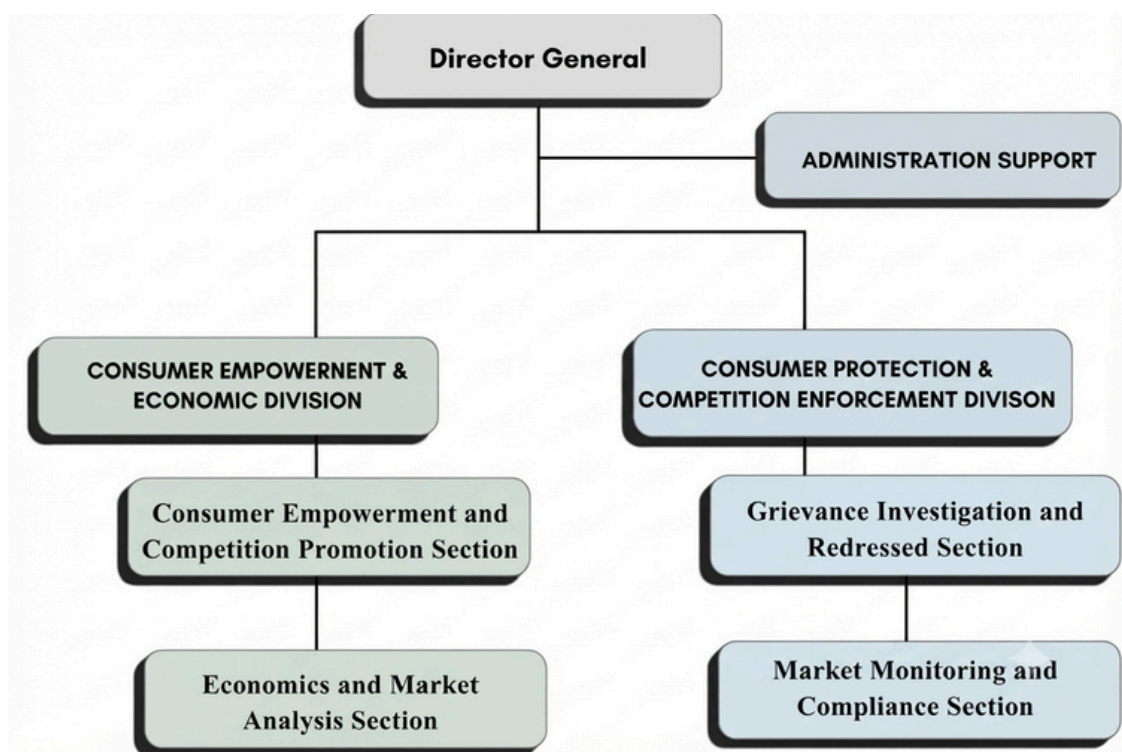
CCAA operates under a framework that ensures accountability, transparency, and strategic alignment with national development priorities. The Authority functions under the Ministry of Industry, Commerce and Employment (MoICE), and its activities are guided by the Consumer Protection Act of Bhutan, 2012 (under amendment), the Consumer Protection Rules and Regulations, 2015, and the National Competition Policy, 2020.

The Governing Board (GB) provides strategic direction, guidance and oversight to the Authority. The current members are:

<b>Name</b>	<b>Designation</b>	<b>Role</b>
Dasho Tashi Wangmo	Secretary, MoICE	Chairperson
Mr. Chandra B. Chhetri	Secretary General, Bhutan Chamber of Commerce	Member
Mr. Tshering Dorji	General Manager, M/s KD Builders Pvt. Ltd.	Member
Mr. Sonam Tshering Dorji	Director, Department of Trade	Member
Mr. Ugyen Penjore	Director General, CCAA	Member Secretary

The Authority is structured into two operational divisions: the Consumer Empowerment and Economics Division (CEED), responsible for advocacy, outreach, and research; and the Consumer Protection and Competition Enforcement Division (CPCED), responsible for enforcement, market inspection, and grievance redressal. The six Regional Offices of Industry, Commerce and Employment (ROICE) located in Thimphu, Trongsa, Mongar, Phuentsholing, Gelephu, and Samdrupjongkhar extend the Authority's reach across the country.

**OUR ORGANOGRAM**



*Fig. 1: Organizational Chart*

**OUR VISION, MISSION AND VALUES**

**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

**PART 2- PERFORMANCE HIGHLIGHTS, FY 2025-26**

**KPI AND BUDGET UTILIZATION**

The Authority pursued five Key Performance Indicators (KPIs) through nine sub-activities during FY 2025–26, against an approved current budget of Nu. 18.711 million. Of this, Nu. 16.736 million was utilized, representing a budget utilization rate of 89.44%. The Authority had no capital budget allocation during the fiscal year.

All five output KPIs were fully achieved, resulting in a 100% performance rate accomplished through effective planning, timely implementation of activities, and strong coordination across the Authority's divisions and regional offices.

<b>100%</b> KPI achievement	<b>89.44%</b> Budget utilized	<b>Nu. 18.711 M</b> Approved budget	<b>Nu. 16.736 M</b> Budget utilized
--------------------------------	----------------------------------	--	--

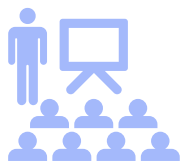
**KEY ACHIEVEMENTS**

**COMPLAINTS AND REDRESSAL**



- 334 of 338 complaints redressed (a 98.82% redressal rate)
- Nu. 2.79 million refunded to aggrieved consumers
- Nu. 67,000 collected in penalties from non-compliant businesses

**OUTREACH**



- 4,582 consumers educated
- 1,605 businesses covered
- 295 businesses supported to rectify non-compliance issues

**CONSUMER INFORMATION**



- Regular publication of the Market Price Information (MPI) catalogue and Price Watch

**LEGISLATION**



- Drafting of the Competition Bill and subsequent consolidation of the Competition Bill and the Consumer Protection Act (Amendment) completed

**MARKET SURVEILLANCE**



- 3,377 business firms inspected across 20 Dzongkhags

**MARKET RESEARCH**



- 13 research studies completed

## PART 3- PROGRAMME ACTIVITIES

### ON CAVEAT EMPTOR AND CAVEAT VENDITOR

Aligned with the mandate enshrined under the Consumer Protection Act (CPA), 2012, the Consumer Empowerment and Economics Division (CEED) conducted awareness programmes tailored to the actual needs of target groups, to promote consumer rights, fair trade practices, market competition, and digital safety including protection against online scams and e-commerce risks.

Through engagements with students, businesses, monastic communities, local leaders, government officials, and local communities, the Division fostered awareness on how to be a smart consumer and how to conduct ethical business.

During the reporting period, 4,582 consumers were reached against a target of 4,000, and 1,605 business entities were covered against a target of 1,500 contributing to a fairer and more transparent marketplace.

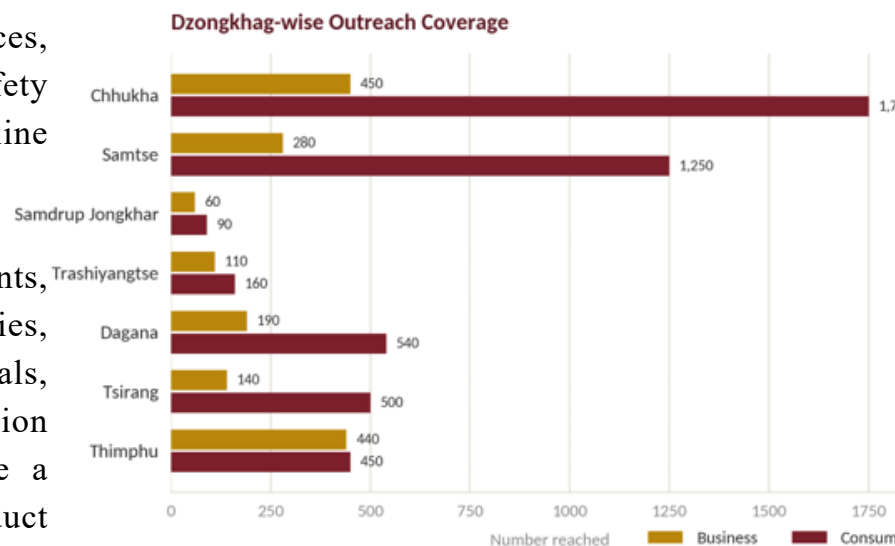


Fig. 2: Dzongkhag wise coverage

### CONNECTING WITH NETIZENS

As part of its digital engagement strategy and wider outreach efforts, CCAA streamed a consumer advocacy session live on TikTok for the first time in May 2026, targeting the platform's growing base of young netizens.

The live session gave netizens a platform to listen, ask questions, and better understand their rights and responsibilities as consumers. It was a promising first trial, and the Authority intends to build on the format going forward.

## **TOWARDS INCLUSIVE CONSUMER COMMUNITIES: ACCESS FOR ALL**

To broaden its outreach and adapt to changing communication trends, CCAA produced educational videos with subtitles for distribution across multiple platforms, making them accessible to consumers with speech difficulties and sensory (hearing and vision) impairments.

Consumer awareness videos covering topics such as consumer rights, fair trade practices, online scams, package pilgrimages, e-commerce risks, misleading advertisements, and responsible consumer behaviour were disseminated through CCAA's Facebook page, YouTube channel, TikTok account, and official website.

These videos have proven an effective tool for educating consumers and businesses, extending the Authority's reach well beyond traditional advocacy programmes.

## **REIMAGINING COMPLIANCE-THROUGH SECTOR SPECIFIC ADVOCACY**

The Authority continued to implement targeted advocacy initiatives focused on specific sectors and business groups. Rather than adopting a broad-based approach, target groups were identified based on common issues, patterns of non-compliance, and consumer complaints within each sector. This enabled the Authority to address sector-specific business practices and promote greater compliance with consumer protection laws.

Programmes were delivered through workshops, meetings, and awareness sessions involving meat vendors, placement firms, craft retailers and artisans, pilgrimage operators, local government officials, and other key stakeholders. Consumer awareness initiatives were similarly designed around identified needs and emerging market trends, including deceptive and unfair trade practices, to equip consumers with the knowledge needed to make informed decisions and remain vigilant in the marketplace.

---

## KEEPING A FINGER ON THE PULSE OF THE MARKET

To track the pulse of the market, the prices of 45 essential consumer products are compiled and published on a periodic basis. The Authority publishes Market Price Information (MPI) quarterly, covering 22 markets across the country, and a Monthly Price Watch covering six major markets (Thimphu, Phuentsholing, Gelephu, Samdrupjongkhar, Monggar and Trongsa) have been introduced since April, 2026.

These price catalogues provide timely insight into the cost of essential commodities nationwide, serving as an important barometer of market conditions and enabling the Authority to monitor price movements, identify unusual fluctuations, and detect emerging market trends.

Beyond informing consumers, this information supports evidence-based regulatory interventions and helps policymakers understand market dynamics. By enhancing price transparency and promoting informed decision-making, the MPI and Monthly Price Watch contribute to fair competition, discourage unjustified price increases, and reinforce consumer confidence in the marketplace.

Going forward, the Authority is exploring funding options to develop a mobile application that would provide real-time price information to the public.

## PART 4 - MARKET REGULATION, BUSINESS RECTIFICATION & REDRESSAL

### SPOTTING AND STOPPING MARKET HARMS

Market surveillance represents CCAA's proactive approach to spotting and preventing unfair trade practices early, while ensuring regulatory compliance more broadly. During the reporting period, a total of 3,377 business firms were inspected across all Dzongkhags, against a target of 3,000.

Of these, 295 businesses were found non-compliant with regulatory requirements under the CPA, 2012, including instances of uncalibrated weighing scales and failure to display selling prices, among other unfair trade practices and were supported to rectify the issues identified.

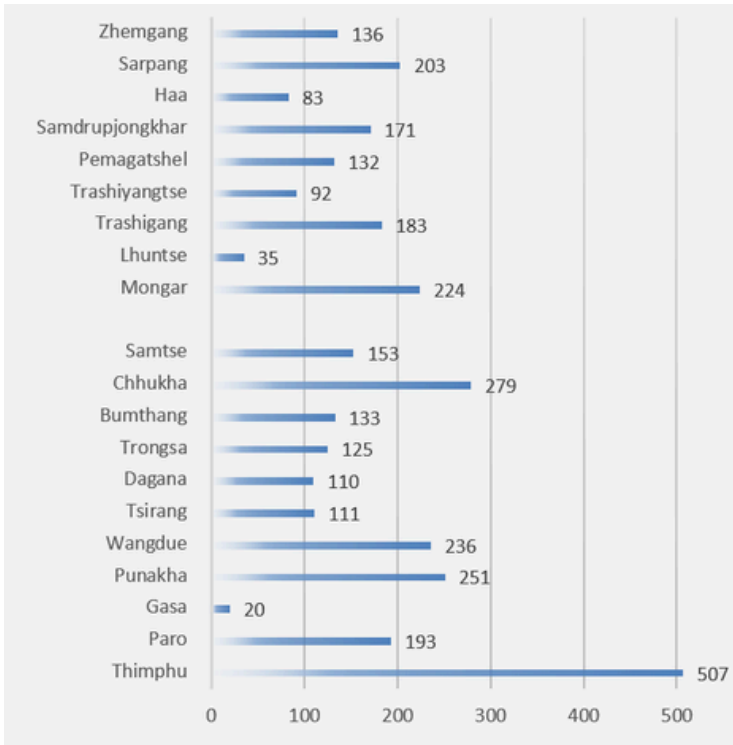


Fig. 3 Dzongkhag-wise market monitoring

Surveillance teams examined petroleum retail outlets, hotels and restaurants, hardware stores, garment shops, groceries, cement agents, and fruit and vegetable vendors, among others, to ensure adherence to the law and to ethical business practices.

In several inspections, officials from the Bhutan Standards Bureau and the Regional Offices of Industry, Commerce and Employment participated alongside CCAA, reflecting a coordinated, multi-agency approach to market monitoring.

### STANDING UP FOR RIGHTS WHEN CONSUMERS ARE WRONGED

A total of 338 complaints were received during the fiscal year, of which 334 were successfully resolved a redressal rate of 98.82%. Of these, 260 were individual complaints and 78 were general complaints.

Individual complaints are raised by a specific consumer concerning a personal issue with a business, typically seeking remedies such as a refund, replacement, or compensation. General complaints relate to issues or practices that affect consumers more broadly, or that carry wider market implications.

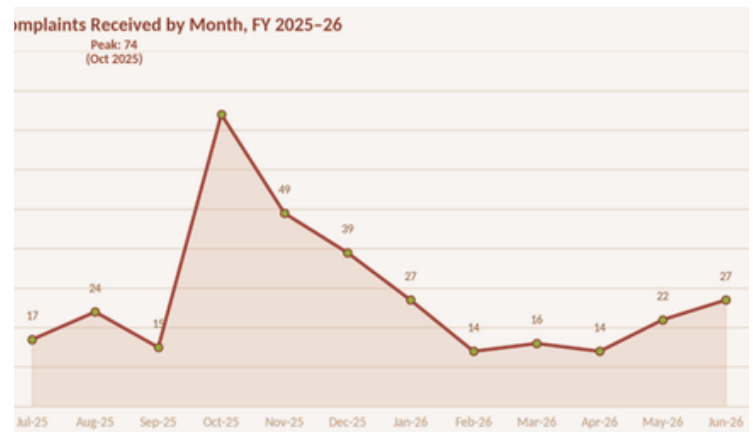


Fig.4. No of complaints received in 12 months

The highest monthly caseload was recorded in October 2025, with 74 complaints. Thimphu Dzongkhag alone accounted for 248 complaints during the year. A total of Nu. 2,789,544 was refunded to 24 consumers, and penalties amounting to Nu. 67,000 were imposed on 4 businesses found engaging in unethical trade practices.

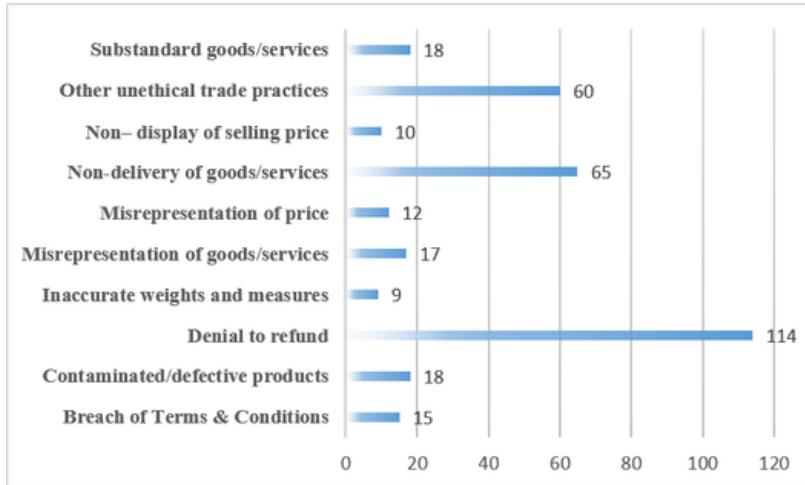


Fig.5. Types of complaints by nature

Of the 338 complaints received, the largest share concerned denial of refund (114 cases), followed by non-delivery of goods (65 cases). Complaints relating to inaccurate weights and measures were the lowest in number, a reflection of CCAA's sustained inspection regime, under which weight and measure calibration is a standard parameter of assessment.

### Dispute Settlement Committee

The Dispute Settlement Committee (DSC) is an independent, quasi-judicial body established under the Consumer Protection Act, 2012 to resolve consumer disputes that cannot be settled through mediation. Comprising three independent members, the Committee hears cases, examines evidence submitted by both parties, and issues fair, impartial, and legally binding decisions that safeguard consumer rights while ensuring equitable treatment of businesses.

The DSC, Thimphu decided two major consumer disputes during the reporting period. In the first, M/s Bhutan Hyundai Motors was directed to carry out a one-time repainting of affected white Hyundai i20 vehicles within 14 days, after the Committee found the recurring paint peeling to be an inherent manufacturing defect. In the second, M/s Bhutan Isuzu Motors was directed to replace a defective PM sensor, cover the associated servicing costs, and honour the applicable warranty within 14 days, after the Committee determined that the issue was covered under the vehicle's extended warranty.

## PART 5 – LEGISLATION AND POLICY

### IN ACTIONS: REVISITING THE CONSUMER PROTECTION ACT



Stakeholder Consultation in Thimphu

Consultations on the proposed amendment of the Consumer Protection Act, 2012 were conducted between December 2025 and April 2026 across Mongar, Trashigang, Samdrup Jongkhar, Phuentsholing, Samtse, Bumthang, and Thimphu, gathering insights from government officials, businesses, local leaders, consumers, and other stakeholders to strengthen the draft legislation.

A key outcome of the consultations was the recognition that the Consumer Protection Act, 2012 needs to be modernized to remain relevant and effective in addressing emerging market dynamics, digital transactions, e-commerce, and evolving consumer protection concerns. Subsequently, on the directive of the Lhengye Zhungtshog, the Consumer Protection (Amendment) Act and the Competition Bill were consolidated into a single Consumer Protection and Competition Bill of Bhutan.

### **MANY HANDS, ONE MISSION**

To strengthen consumer protection in areas where the direct application of the Consumer Protection Act is limited, CCAA engaged with key agencies including the Department of Law and Order (DLO), the Royal Monetary Authority, the Government Technology Agency, the Department of Trade, the Bhutan Food and Drug Authority, the Royal Bhutan Police, the Bhutan Information, Communications and Media Authority (BICMA), the Regional Offices of Industry, Commerce and Employment (ROICE), and the Bhutan Standards Bureau. These collaborations supported efforts

to address issues such as online scams, while also providing technical and enforcement-related support where required. In addition, the Authority collaborated with the Department of Revenue and Customs (DRC) to monitor market developments following the implementation of GST. CCAA also maintained regular engagement with media houses, responding to queries and providing information on its actions and interventions supporting greater transparency, strengthening public awareness and reinforcing accountability in the Authority's work.

### **PART 6 — RESEARCH AND MARKET STUDIES**

Thirteen research studies and market analyses were undertaken during the year to support evidence-based policymaking, strengthen consumer protection, enhance market efficiency, and promote fair competition. The studies covered a range of priority areas, including supply chain issues in the doma market; the impact of GST on retail prices and business operations; retail pricing practices; market competition; cross-border consumer purchasing behaviour; and food safety standards, particularly shelf-life practices among local small-scale manufacturers.

---

The following studies, listed below, are available in full on the CCAA website:

Market Competitiveness Analysis: Meat Pricing in Thimphu Thromde

Substandard, Inferior and Counterfeit Products in Bhutan

Shelf-Life Determination Practices among Cottage and Small-Scale Food Manufacturers

Retail Pricing and Consumer Behaviour Across the Phuentsholing–Jaigaon Border

Impact Analysis of GST Implementation on Retail Prices

GST Price Pass-Through Study

The Doma Paradox: When a Tax Cut Makes Prices Rise

The Doma Market Analysis: Asymmetric Price Transmission

Feasibility Study on Suggestive Pricing of Essential Goods

The Egg Market Situation in Bhutan – A Strategic Policy Briefing

Price Assessment of Doma in Thimphu

GST Compliance Case Study

Study Report on Egg Market in Bhutan

---

## PART 7 – HUMAN CAPITAL DEVELOPMENT

### Building Capacity, Broadening Perspectives

Mr. Gopal Pradhan, Chief Program Officer, attended Supply Chain Management Training under the Singapore Cooperation Programme (SCP) in Singapore in July 2025, focusing on global supply chains, logistics, and resilience. Similarly, Mr. Tshewang Penjor, Deputy Chief Trade Officer, participated in the JSPP21 programme on AI and Data Governance in Singapore in February 2026, covering AI, blockchain, cybersecurity and digital economy governance.

Mr. Jigme Dorji and Mr. Gopal Pradhan, Chiefs of Divisions, received certificates for successful completion of the year-long Civil Service E2B Accelerator, conducted under the RCSC Minimum Mandatory Training Programme, developing skills in enlightened and entrepreneurial leadership.

In October 2025, the Director General visited regional offices in Trongsa, Mongar, Trashigang, and Samdrup Jongkhar to strengthen coordination, review programme implementation, and engage with officials and local businesses on market conditions and consumer issues.

Ms. Tshewang Choden, Deputy Chief Program Officer, completed the Leader-as-Coach Academy Programme (July–November 2025), delivered in collaboration with the Center for Transformation and Innovation (CTI) to strengthen leadership coaching capabilities within the civil service. She earned the designation of WABC Certified Leader-as-Coach (CLAC) after being selected by the RCSC for the online training.

Ms. Dechen Wangmo and Ms. Tshering Dema attended a consumer protection workshop in Bangkok in March 2026, focusing on digital market challenges such as fake reviews, misleading advertisements, and online enforcement. Mr. Jigme Dorji participated in a WTO Technical Working Group Workshop in New Delhi in April 2026, strengthening capacity on WTO accession and trade policy.

Mr. Karma Wangchuk, Assistant Program Officer, attended a specialized training programme at the Vision Aid Academy in Chennai, India (21–28 June 2026), covering artificial intelligence and screen readers, introductory Python programming, digital accessibility and orientation and mobility.

## STAFF WELL-BEING AND RECOGNITION

### PROMOTING STAFF WELL-BEING

CCAA participated in the Civil Service Wellness Day Relay Marathon on 25 April 2026, organized by the Royal Civil Service Commission (RCSC). Staff carried the message 'Empowering Consumers,' demonstrating that personal well-being and professional excellence go hand in hand. Staff also joined International Yoga Day activities as part of the Authority's ongoing commitment to physical and mental wellness.



*CCAA staff at the Wellness Day relay marathon*

### DRIVING INNOVATION IN PUBLIC SERVICE



*CCAA staff with the Hon'ble Prime Minister at Civil Service Innovation Day 2026*

The Authority took part in Civil Service Innovation Day 2026, held on 15–16 June, showcasing initiatives undertaken to improve public service delivery and market transparency. Through the Consumer Complaint Management System (CCMS), aggrieved consumers can now lodge complaints and track their status online, while the Market Price Information (MPI) System provides prices for 45 essential items across 22 markets nationwide. The event offered valuable opportunities for learning, collaboration, and knowledge exchange, reinforcing CCAA's commitment to innovation and consumer welfare.

**HANDS, HEARTS AND HOPE FOR GELEPHU MINDFUL CITY**

*“Nation building is a shared responsibility, and every citizen has a role to play in shaping Bhutan’s future,” His Majesty The King.*

Inspired by the vision of Gelephu Mindfulness City (GMC), Team CCAA proudly took part in the fifth and sixth volunteer programmes in support of the project, reflecting the spirit of collective responsibility and public service in national development. Beyond its immediate contribution, the initiative offered a valuable opportunity to foster civic engagement, teamwork, and a shared sense of ownership in a transformative national undertaking.



*CCAA staff volunteering at Gelephu Mindfulness City (5<sup>th</sup> batch)*



*CCAA staff volunteering at Gelephu Mindfulness City (6<sup>th</sup> batch)*

Building on this spirit of service, the team has also registered to volunteer under Project 108, in support of the construction of 108 Jangchub Chortens each 15 metres tall to be completed together in a single coordinated day. The team looks forward to contributing to this meaningful initiative as part of its continued commitment to nation-building and public service.

**RECOGNIZING EXCELLENCE**

The Authority extended its heartfelt congratulations to Ms. Tshewang Choden on her out-of-turn meritorious promotion. This recognition reflects her dedication, professionalism, and consistent contribution to the organization, and serves as an inspiration to all CCAA staff.

**TEAM BUILDING AND ORGANISATIONAL CULTURE**

Staff actively participated in key Ministry-level events, including the New Year's Eve dinner, Mid-Term Review celebrations, and the Annual Rimdro of the Ministry of Industry, Commerce and Employment (MoICE). As part of the Mid-Term Review celebrations, officials also presented cultural items, providing an opportunity for staff to interact beyond the workplace, strengthen camaraderie, and foster team spirit.



*CCAA staff at the New Year's Eve dinner at the Hon'ble Lyonpo's residence*



*CCAA with staff of Ministry in Menlam Chenmo*

In addition, CCAA officials joined the Hon'ble Minister and MoICE staff in offering Kusung Mendrel during the 9th Moenlam Chenmo, reflecting the Authority's commitment to preserving cultural and spiritual traditions.

These activities provided valuable opportunities to celebrate achievements, strengthen professional relationships, and foster a sense of unity and shared purpose, contributing to a motivated workforce and a culture of collaboration, professionalism, and mutual support.

**ZERO WASTE INITIATIVE**

CCAA adopted the Zero Waste Initiative as part of its efforts to promote environmental responsibility and sustainable workplace practices. On the second day of every month, staff tend to the garden and clean the workplace and office surroundings, in keeping with the spirit of Bhutan's national 'My Waste, My Responsibility' movement launched by Her Majesty The Gyaltsuen, Jetsun Pema Wangchuck.

The associated 'Zero Waste Hour' campaign, launched by Her Majesty on 2 June 2019, forms part of the national strategy to achieve a Zero Waste Society by 2030. Beyond improving office hygiene and waste management, the initiative seeks to foster a culture of sustainability, discipline, and shared responsibility within the organization.

**STAFF MOMENTS: WELCOMING AND FAREWELL**

**NEW TEAM MEMBERS**

During the reporting period, Mr. Chador Tenzin, Mr. Dorji Samdrup, and Mr. Karma Wangchuk joined the Consumer Empowerment and Economics Division (CEED) as Assistant Program Officers.

Ms. Pema Seldon joined the Consumer Protection and Competition Enforcement Division (CPCED) as an Assistant Trade Officer, while Mrs. Sonam Zangmo joined as an Senior Administrative Assistant supporting general office administration. These new appointments strengthen the Authority's capacity to serve consumers and businesses effectively



*Image. Incoming Officers*

**FAREWELL TO A DEDICATED COLLEAGUE**



*Image. Outgoing colleague*

During the year, Mrs. Ugyen Lhaden moved to a new posting at the Department of Labour, after serving as Senior Administrative Assistant at CCAA for more than five years.

The Authority extended its appreciation for her valuable contributions, along with best wishes for her future endeavours.

## **PART 8— CHALLENGES AND WAY FORWARD**

Despite significant achievement of its KPIs during the reporting period, CCAA continues to face challenges that call for strategic attention. Limited transport vehicles and inspection personnel constrain the Authority's ability to conduct timely market inspections and respond effectively to consumer complaints, particularly in remote areas. Strengthening enforcement capacity through additional human resources and operational support remains a key priority.

The rapid growth of digital commerce and evolving consumer needs also call for greater innovation in service delivery. To improve public access to reliable market information, CCAA is exploring funding to develop an MPI mobile application that will provide real-time price information on essential commodities and empower consumers to make more informed purchasing decisions.

Another important priority is the implementation of the Consumer Protection and Competition Act, once enacted by Parliament, which will provide a stronger and more comprehensive legal framework to address emerging market challenges, enhance consumer protection, and promote fair competition.

Building on the success of its advocacy initiatives, CCAA plans to further strengthen its sector-specific approach by targeting business sectors with distinct consumer protection and competition concerns. This will enable more tailored awareness programmes, improve compliance with consumer protection requirements, and enhance consumer welfare across Bhutan.

Looking ahead, CCAA will continue to strengthen its institutional capacity, leverage digital technologies, and work closely with stakeholders to build a transparent, competitive, and consumer-centric marketplace.

**TASHI DELEK!!!**

---