

Country strategic plan revision

Cambodia country strategic plan, revision 02

	Current	Change	Revised
Duration	01 Jan 2024–31 Dec 2028	n/a	01 Jan 2024–31 Dec 2028
Beneficiaries	250 908	60 000	310 908
Total cost (USD)	63 378 500	2 583 054	65 961 555

DELEGATION OF AUTHORITY FOR APPROVAL: CD

1. RATIONALE

1. This budget revision increases the budget under strategic outcome 3 (emergency response) and activity 4 under strategic outcome 2 (disaster risk management) following a conflict along the Cambodia-Thailand border.
2. Disputes along the Cambodia-Thailand border escalated in late July 2025, leading to internal displacements, livelihood disruption, the large-scale return of migrant workers from Thailand, disruption to social services and damage to community infrastructure. At the height of this initial escalation in conflict, 172,000 people were displaced across 5 provinces – Siem Reap, Oddar Meanchey, Banteay Meanchey, Preah Vihear and Pursat. Since the initial escalation of conflict in July, the situation gradually calmed down with a ceasefire agreement in October, and by November, most of the displaced had returned back home.
3. However, conflict resumed on 7 December, quickly escalating across multiple border locations. The humanitarian impact of this second crisis has already exceeded the displacement from the July conflict. As of 30 December 2025, the National Committee for Disaster Management (NCDM) reported 574,383 people displaced, with roughly half of them staying in some 200 temporary displacement sites across 7 provinces.

2. CHANGES

Strategic orientation

4. No change.

CSP outcomes

5. Under strategic outcome 3, in view of the escalation of conflict along the border and the resulting impact on affected communities and displaced populations, the budget for both in-kind food and cash-based transfers (CBT) under activity 5 has been increased to account for support to an additional 200,000 people to allow for an appropriate and flexible response. Targeting will be based on needs assessments and will also take into account assistance that is provided by the Government and other development partners. WFP will coordinate closely with national and subnational authorities and, as Co-Chair of the Humanitarian Response Forum, help ensure a coherent response and transition to early recovery.

6. Under strategic outcome 2, the budget for food, CBT and capacity strengthening under activity 4 has been increased following the border clashes, damage to infrastructure and livelihoods. Confirmed funding will enable the implementation of food assistance for assets (FFA) activities to support recovery efforts. Food and CBT were not originally included as modalities in activity 4 and will be added as modalities within the changes proposed in this revision. The transfer modalities were selected based on needs as well as donor restrictions. Targeting of beneficiaries for FFA will be based on an assessment of both infrastructure that was damaged as a result of the border clashes, as well as the food security status of communities living near the border. WFP will coordinate its activities through the National Committee for Disaster Management (NCDM), as well as a newly established government taskforce overseeing early recovery assistance, including infrastructure restoration.

Beneficiary analysis

			TABLE 1: BENEFICIARIES BY CSP OUTCOME						Total
				2024	2025	2026	2027	2028	
CSP Outcome 1	Activity 2	Output 2.3	Current	150 019	115 898	76 411	41 363	0	188 808
			Increase/decrease	0	0	0	0	0	0
			Revised	150 019	115 898	76 411	41 363	0	188 808
CSP Outcome 2	Activity 3	Output 3.2	Current	1 340	1 400	1 400	1 000	1 000	4 600
			Increase/decrease	0	0	0	0	0	0
			Revised	1 340	1 400	1 400	1 000	1 000	4 600
	Activity 4	Output 4.1	Current	0	0	0	0	0	0
			Increase/decrease	0	0	7 500	0	0	7 500
			Revised	0	0	7 500	0	0	7 500
CSP Outcome 3	Activity 5	Output 5.1	Current	0	0	0	0	57 500	57 500
			Increase/decrease	0	0	17 500	17 500	17 500	52 500
			Revised	0	0	15 500	15 500	75 000	110 000
Total beneficiaries (without overlap)			Current	151 359	117 298	77 811	42 363	58 500	250 908
			Increase/decrease	0	0	25 000	17 500	17 500	60 000
			Revised	151 359	117 298	102 811	59 863	76 000	310 908

3. COST BREAKDOWN

TABLE 2: COST BREAKDOWN OF THE REVISION ONLY (USD)				
CSP outcomes	01	02	03	Total
Focus area	Root Causes	Resilience Building	Crisis Response	
Transfer	0	1 019 525	1 152 614	2 172 139
Implementation	0	50 000	203 263	253 263
Direct support costs	<i>(no figures in the grey cells)</i>			0
Subtotal				2 425 403
Indirect support costs				157 651
TOTAL				2 583 054

TABLE 3: OVERALL CSP COST BREAKDOWN FOLLOWING THE REVISION (USD)				
CSP outcome	1	2	3	Total
Focus area	Root Causes	Resilience Building	Crisis Response	
Transfer	31 434 856	12 005 485	1 543 977	44 984 317
Implementation	7 970 503	2 175 828	233 263	10 379 595
Direct support costs	4 522 857	1 763 475	285 487	6 571 820
Subtotal	43 928 217	15 944 788	2 062 727	61 935 732
Indirect support costs	2 855 334	1 036 411	134 077	4 025 823
TOTAL	46 783 551	16 981 199	2 196 805	65 961 555