



# **COUNTRY STRATEGY**

**2023-2027**

2025 Update

following the  
Mid-Term Strategy Review

Cambodia



World Vision is a Christian relief, development and advocacy organisation dedicated to working with children, families, and their communities to reach their full potential by tackling the root causes of poverty and injustice. World Vision serves all people regardless of their religion, race, ethnicity, or gender.

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Comments and inquiries are welcome. Information about the use of material contained in this report for the design of training, research or programmes and their implementation or evaluation would be appreciated.



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# MID-TERM STRATEGY REVIEW

## KEY FINDINGS

### A. CHANGING CONTEXT

The situation of Cambodia's children, the priorities of the Royal Government and development partners.

In the past decades, Cambodia has made significant progress in improving key indicators of child well-being, particularly in nutrition, education enrollment, and school retention. However, challenges persist in the aftermath of COVID-19 and the increasing impact of climate changes. These have been affecting the most vulnerable children and their communities with stagnant malnutrition, reduced learning outcomes and increased disparities in educational access for children with disabilities and those living in more remote regions. While these issues continue to require attention, Cambodia's government remains focused on driving economic diversification, investing on human development and bolstering infrastructures. These priorities are supported by international partnerships, though recent shifts in donor strategies and overall global declining trend on aid budget are reshaping the external funding landscape in Cambodia.

World Vision Cambodia recognizes these shifts in the government's focus, in particular with the launch of the Pentagonal Strategy in August 2023 while the country strategy implementation already started. Donors' priorities are also evolving and aligning with the Pentagonal Strategy, shaping the country's development trajectory. Understanding the external landscape is essential for aligning World Vision programmes with national goals and effectively responding to emerging needs, especially for the most vulnerable children in Cambodia.



# KEY INDICATORS OF CHILD WELL-BEING



## NUTRITION, FOOD SECURITY

### Stunting

22% of children under five are affected by stunting, a key indicator of chronic malnutrition (WHO, 2025).

### Wasting

10% of children under five are affected by wasting, a sign of acute malnutrition (WHO, 2025).

**Micronutrient deficiencies** are widespread and overweight/obesity is on the rise.

## EDUCATION

### Early Childhood Education

The gross enrolment rate of children between 3 and 5 years old in all types of ECC has increased over the past 10 years, from 33.4% in 2013-2014 to 37.1% in 2022-2023.

### Primary Education

The net enrollment rate in primary education reached 95.8% in 2022-2023.

### Secondary Education

Enrollment in secondary education rose to 60.06% in 2023 (The Global Economy, 2023).

**Children with disabilities** are three times less likely to attend school compared to their peers, highlighting the need for inclusive education policies (UNICEF, 2025).

Despite the positive trends, challenges remain in secondary education, where only 35% of boys and 42% of girls transitioned to upper secondary education.

## WATER, SANITATION AND HYGIENE WASH

### Access to basic clean water

Approximately 87% of the Cambodian population had access to basic clean water, with 21% benefiting from safely managed water services. For sanitation, 92% of the population had access to improved facilities.

### Access to basic sanitation

As of 2024, Cambodia has made significant progress toward becoming open defecation free (ODF). In June 2024, the Ministry of Rural Development announced that six provinces—Kampong Cham, Tbong Khmum, Banteay Meanchey, Siem Reap, Preah Sihanouk, and Pailin—were expected to achieve ODF status by the end of the year, bringing the total to 13 out of

Cambodia's 25 capital and provinces.

Approximately 70% of pre-primary schools lacked adequate WASH facilities, and 50% of rural healthcare centers did not have sufficient water supply year-round.

One-third of Cambodians relied on unimproved drinking water sources, lacking hygienic separation from human waste.

## CHILD PROTECTION & PARTICIPATION

### Child labour

In 2023, Cambodia made minimal progress in eliminating the worst forms of child labour. The government rescued 123 children from commercial sexual exploitation and human trafficking. However, challenges persisted, including inadequate legal actions against public officials involved in child labor offenses.

### Child vulnerability to climate risks

Approximately 1.9 million children (36 per cent of children in the country) live in 554 communes (34 percent of total communes) with high and very high children's climate risk indices, with 84 percent of these communes located in the rural areas.





# THE ROYAL GOVERNMENT OF CAMBODIA'S STRATEGIES AND DEVELOPMENT PLANS

## PENTAGONAL STRATEGY PHASE I (2024–2028)

This strategy, which aims to elevate Cambodia to upper-middle-income status by 2030, focuses on sustainable growth, infrastructure development, and enhanced global competitiveness. Infrastructure development is one of the largest programmes. In 2025 only, the Cambodian government plans a budget of \$9.32 billion, focusing heavily on infrastructure and energy projects (ASEAN Briefing, 2025).



- 1 Human capital development**  
Institutional reforms and strengthening
- 2 Economic diversification and competitiveness enhancement**  
Improvement of human resources and work efficiency
- 3 Development of private sector employment**  
Enhancement and strengthening of accountability and integrity in public administration
- 4 Resilient, sustainable, and inclusive development**  
Enhancement and strengthening of the effectiveness of laws and justice systems
- 5 Development of digital economy and society**  
Strengthening of governance of private sector and businesses

## GREEN ECONOMIC TRANSITION

In 2024, Cambodia, in collaboration with international partners, committed to improving its technical capacity in fiscal policy, promoting a green economy, and reducing plastic usage in industries like garments (United Nations, 2024).



His Excellency Mr. Chay Rithisen, Minister of Rural Development, during the inauguration of 29 new community piped water systems in Beantey Meanchey province.



# DEVELOPMENT PARTNERS' FUNDING TRENDS FOR CAMBODIA



## KEY SECTORS OF INVESTMENTS

### EDUCATION

Quality, Digital skills,  
Infrastructure

### HEALTH

Equity, System  
Strengthening, Infrastructure

### MINE ACTION

### SOCIAL PROTECTION

### SUSTAINABLE AGRICULTURE, ENERGY

### ECONOMIC DEVELOPMENT

## MAIN DEVELOPMENT PARTNERS



Republic  
of Korea



Japan



China



USA



European  
Union



Australia



United  
Kingdom



Germany



Switzerland

## SECTORS WITH GRANTS FOR CIVIL SOCIETY ORGANISA- TIONS

### GOVERNANCE

Social Accountability

### CIVIL SOCIETY ORGANISATIONS STRENGTHENING

## MAIN DEVELOPMENT PARTNERS



THE WORLD BANK



Australia



European  
Union



USA



Switzerland



Germany



Sweden  
completed in 2024

## EMERGING SECTORS

Climate change  
adaptation  
and mitigation,  
biodiversity  
protection, eco-  
tourism

### GESI/GEDSI

Migration and  
Trafficking

Public Finance  
Management

Public/Private  
Partnership

Digitalisation

## VARIOUS MODALITIES

Localisation (funding to local  
organisations)

INGOs act as intermediaries to facilitate  
donors localisation efforts

Contractor models for large grants

Increasing grants  
to private sector actors

Large-scale funding mechanisms in most  
ADB and WB loans to governments.

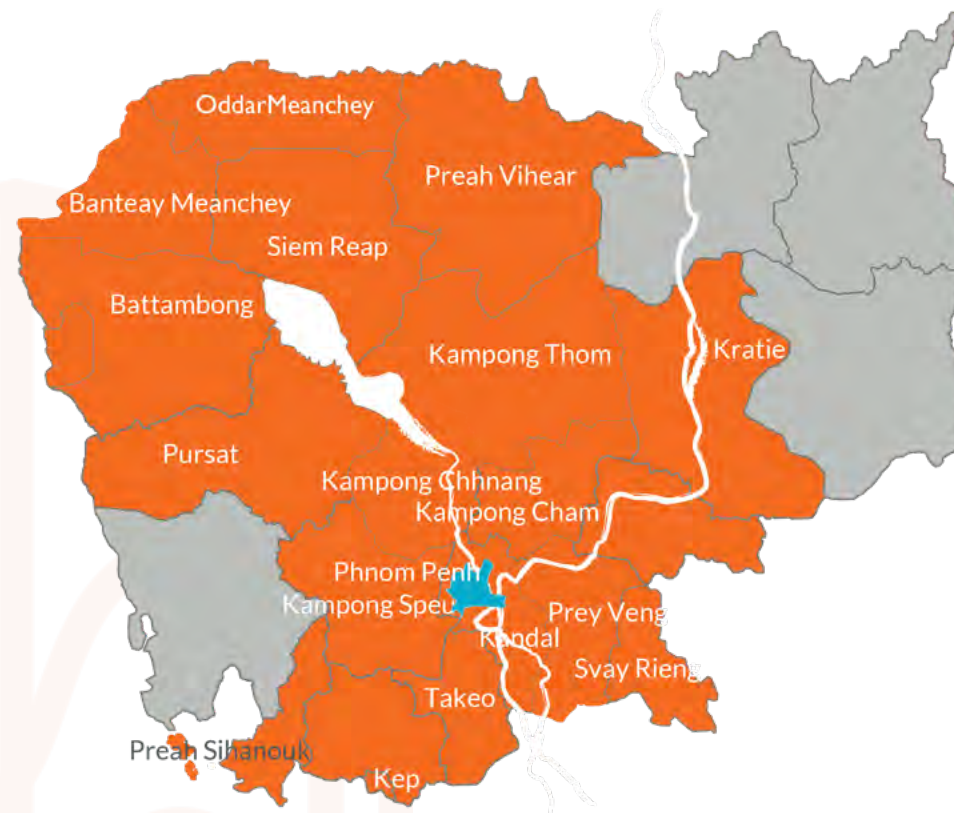
Technical support to government in line  
with middle-income status.

Some bilateral donors prioritise working  
with International NGOs from their home  
country.



## B. OUR PROGRAMMES IN REVIEW

We served people in **80% of Cambodia's provinces (20)** and **Phnom Penh Capital**, reaching **64% of communes (1,065)**.



- Provinces reached by Integrated Programmes, with majority in rural settings
- Phnom Penh Capital Urban Programmes



# SINCE 2023 OUR PROGRAMMES REACHED...

**7.7 MILLION  
PEOPLE**

44% of Cambodia's population

including

**3 MILLION  
GIRLS AND BOYS**

70% of them part of the **most vulnerable\***  
children in Cambodia

How?



by creating  
**life-changing  
opportunities**



by building  
**meaningful  
partnerships  
for their  
future**



by securing  
**environments  
in which they  
can thrive**



by strengthening  
**systems that  
enable their  
meaningful  
participation**

\*World Vision defines Most Vulnerable Children as children whose quality of life and ability to fulfill their potential is most affected by extreme deprivation and violations of their rights. These children often live in catastrophic situations and relationships characterized by violence, abuse, neglect, exploitation, exclusion, and discrimination.

## B. OUR PROGRAMMES IN REVIEW

Our technical expertise spanned the following **priority sectors** in Cambodia...



Health and Nutrition



Social Accountability



Child Protection  
and Participation



Inclusive Education



Climate Change  
Adaptation



Water, Sanitation and Hygiene  
WASH



Disaster Risk Reduction  
and Emergency  
Response



Sustainable Livelihood  
and Enterprise  
Development



Gender Equality, Disability  
and Social Inclusion GEDSI

More information about our  
programmes is available  
in our **Annual Impact  
Report 2024**



# C. EXTERNAL STAKEHOLDERS CONSULTATION\* & INTERNAL REVIEW

From September 2024 to January 2025, different levels of engagements were conducted with our key external partners and internally with our staff and World Vision's support offices to reflect and learn. Here are the key findings of this consultative process:

NATURE OF THE FEEDBACK/STAKEHOLDERS	INTERNAL STAKEHOLDERS World Vision staff in Cambodia, Support Offices, Regional Office	EXTERNAL STAKEHOLDERS Government, Development partners, UN agencies, CSOs
POSITIVE AFFIRMATIONS	<ul style="list-style-type: none"><li>+ Strong <b>alignment</b> of the technical programmes with Cambodia's <b>Pentagonal Strategy</b></li><li>+ Significant <b>reach of 3 million children</b> by the programmes since the start of the country strategy</li><li>+ Established local partnerships with 14 NGOs, 100 local organisations (agriculture cooperatives, churches, youth clubs)</li><li>+ Close <b>cooperation with local authorities</b> (commune, sangkat/khan, districts)</li><li>+ Working with 3,000 community accountability facilitators, 2,600 SMEs, 2,500 farmers</li></ul>	<ul style="list-style-type: none"><li>+ Significant <b>programmes' footprint</b> across Cambodia, including through the Implementation of Social Accountability Framework</li><li>+ Well <b>trained and dedicated staff</b>, earning trust from partners</li><li>+ Multiple sectors and long-term engagement in communities enable <b>ownership and sustainability of child well-being</b></li></ul>
ROOMS FOR GROWTH/AREAS OF NEEDS	<ul style="list-style-type: none"><li>+ Continue <b>reaching more of the most vulnerable children</b> in other districts and provinces that are currently not covered by World Vision</li><li>+ Strengthen influence and engagements with <b>national level</b> stakeholders</li><li>+ Establish stronger <b>partnerships with local organisations</b>, including local NGOs</li></ul>	<ul style="list-style-type: none"><li>+ Work more closely with national government (ministries), in particular for the <b>Decentralisation and Deconcentration (D&amp;D) reform</b> to ensure access and quality improvement of public services delivery to the most vulnerable and marginalised populations</li><li>+ Consider to <b>work in new provinces</b> where there are needs for collaborations with local government (geographic expansion)</li><li>+ Increase capacity building, resources and partnership with local organisations, including NGOs, to <b>contribute to the localisation agenda</b></li></ul>

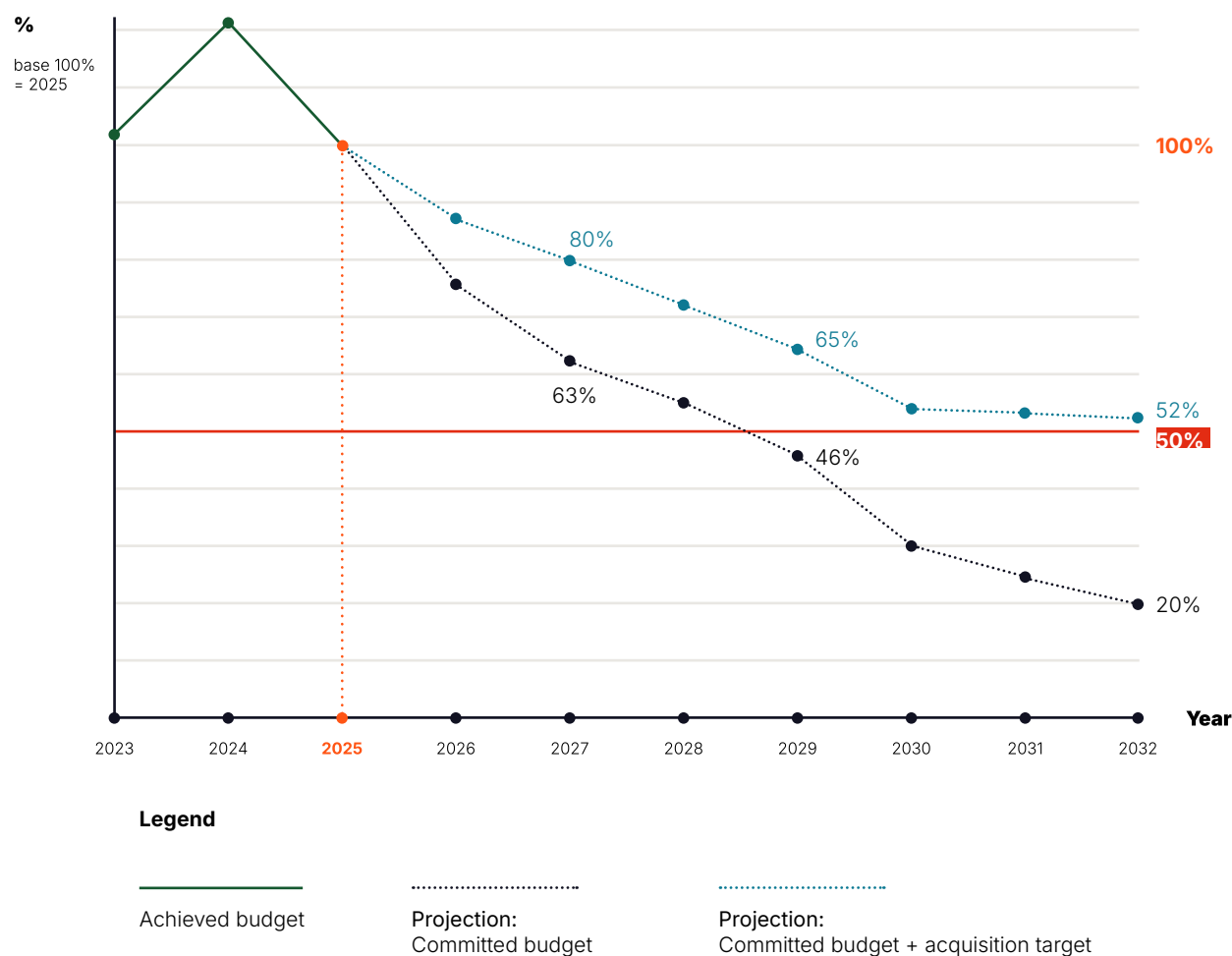
*\*the consultation with our key external stakeholders was conducted by an independent consultant*

# D. 2027 & BEYOND: FUNDING PROJECTIONS

The following figure represents the projected funding trend for World Vision in Cambodia until 2032, based on known commitments from donors and funding pipelines known as of March 2025.

Using the baseline of committed budget in 2025, the forecast becomes challenging through to the next country strategy period (2028-2032). In 2027, funding level is foreseen at 62% of the 2025 budget for committed budget scenario, but may reach 80% of 2025 budget if World Vision is able to secure new funding from current pipelines. Significant drops in 2027 and continued trend from 2029 onwards are due to the closure of significant number of long-term area programmes funded by private individuals/ donors through child sponsorship, with less growth for new area programmes. This is anticipated due to the middle-income country status of Cambodia, similar with trends in other World Vision offices in transitioning economies/lower middle income country status such as Thailand, Indonesia, the Philippines, Viet Nam and Mongolia.

Hence, to secure optimal resources to continue making impact at scale, World Vision Cambodia will invest on efforts to secure more grants on traditional and emerging sectors, and potential in country/local donations from private sectors and major donors.





# UPDATED COUNTRY STRATEGY

2025-2027

## A. UPDATED COUNTRY STRATEGY UNTIL 2027



Based on the evolving context and feedback garnered from internal and external stakeholders, key World Vision sectoral programmes selected in the original country strategy, developed in late 2022, remain relevant. However, World Vision needs to adapt, adjust its approaches and invest on aspects that will enable the fulfillment of our promise: reaching 5 million girls and boys, especially the vulnerable ones, by the end of 2027. This will be possible by securing new resources in relevant emerging or traditional sectors amid declining funding trends; and by remaining agile and efficient to remain a trusted partner making a difference for Cambodia. The key changes of this updated strategy are:



### **Policy influencing and strategic engagement at the national level**

with key ministries, development partners and national CSOs networks.



### **System strengthening for programmes sustainability –**

allocation of local/ national government budgets for best practice, impact and innovation at scale



### **Expanding partnerships with local organisations**

– community based organisations, NGOs, people with disability organisations, private sectors



### **Expanding geographic focus to reach more vulnerable children, and transitioning out from matured and sustained programme interventions**

Streamlining and digitalisation of organisational process and programmes impact measures, building enabling culture and committed and high performing teams remain a priority.



How we will  
make it happen:  
Our Programme Impact

Our Goal:

## 5 MILLION CHILDREN

*especially the most vulnerable*

### ENJOY THE FULLNESS OF LIFE



**S01** We protect them from violence and ensure their voices count in decision making



**S02** We ensure their primary needs are met: good health, enough of the right food, access to clean water and stable livelihoods for their family.



**S03** We support them to become life-long learners through inclusive and quality education.



Climate Resilience

Integrated across all programmes



Social Accountability



Gender Equality, Disability and Social Inclusion

KEY ENABLERS



**S04**

Diversify funding resources



**S05**

Grow local resources



**S06**

Simplify and digitalise organisational processes



**S07**

Establish stronger partnership with local organisations



**S08**

Build coherent impact measures



**S09**

Promote organisational culture of openness and servant leadership as a reflection of World Vision's values and Christian identity



Policy influencing and system strengthening



**S10**

Recruit and retain talents and build agile, committed and high performing teams



# B. STRATEGIC INITIATIVES

## 3 BIG ROCKS

Tactical programmes and annual organisation's initiatives to land the updated country strategy. Starting in 2025 and will be adapted/modified through until 2027.

### 1. IMPACT AT SCALE

- **ENOUGH campaign**

Advocating and raising public awareness on healthy diets and local food consumption to end child malnutrition in Cambodia.

- **Portfolio management**

Integrated approach to Monitoring & Evaluation (M&E) per sector, regardless of funding sources.

- **And also**

- Strategic communications and evidence of impact - leveraging research and evaluations.

- Targeted strategic external engagement to build meaningful and impactful partnerships to advance child welfare in Cambodia.

### 2. GRANT AND PRIVATE FUNDING

- **Localisation**

Develop local partnerships for the sustainable development of Cambodia.

- **Public-Private partnerships and Innovation**

Build innovative eco-systems to mobilise public and private sectors resources and expertise to bring hope and joy to the most vulnerable.

- **And also**

- Cross-cutting measures on GEDSI, social accountability and child/youth participation.

- Emerging opportunities on climate change and online child protection.

### 3. SIMPLIFICATION AND AGILITY

- **Organisation process simplification**

New business processes that enable responsiveness and agility to the needs of the most vulnerable.

- **Open culture and engaging internal communications**

Build a conducive and safe environment for our people's growth, reaching their full potential.

- **Learning and development programme**

For frontline workers, women in leadership and critical positions.



At World Vision, we are driven by our desire to ensure that every girl and boy has what they need to grow in mind, body and spirit. We have more than 34,000 staff who work hard to empower children to live lives filled with joy, become all that they were created to be, and to go further than they could ever have imagined.

Our Vision for Every Child, Life in All Its Fullness.  
Our Prayer for Every Heart, the Will to Make It So.

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