



Trustees' Annual Report 2025

1st January 2025 to 31st December 2025

Fly The Phoenix

Registered Charity #1148531 in England and Wales

for

The Phoenix Projects

www.thephoenixprojects.org

Submitted by the Trustees

On 8th May 2026

Registered Address

Wayside House
7 Nethergate Street
Clare
Suffolk
CO10 8NP
United Kingdom

Registered Bank

HSBC
9 High Street
Bracknell
Berkshire
RG12 1DN
United Kingdom

Trustees

Moli Griffin
Sharon Hodgkins
Sean Risdale
Dom Williams
Doreen Williams



Table of Contents

1.0	Executive Summary	2
2.0	The Phoenix Projects in Latin America	3
3.0	Message from the Trustees	3
4.0	Sustainable Income Plans	4
5.0	Ecuador: review and costs	5
6.0	Perú: review and costs	10
7.0	Guatemala: review and costs	15
8.0	The Phoenix Projects: review and costs	20
9.0	Fly The Phoenix: review and costs	21
10.0	Financial Statement	22
11.0	Independent Examiner's Report	23

1.0 Executive Summary

The Phoenix Projects are a non-profit-making organisation that believes education, daily food and employment opportunities are basic human rights for those who live in extreme poverty. Since 2002 we have promoted these rights in several Latin American countries by starting new schools, supporting others and implementing small businesses within the communities to benefit local families. We currently work in Ecuador, Guatemala and Perú.

During the financial period between 1st January 2025 and 31st December 2025, £54,622 (£81,661 – 2024) was raised and received through our charity Fly The Phoenix. £53,107 (£82,190 – 2024) was spent on the operating costs of The Phoenix Projects including local teachers' salaries, food and fruit, educational materials, construction and implementation of sustainable income-generating plans which should benefit many local families in the future.



2.0 The Phoenix Projects in Latin America

Fly The Phoenix is the registered UK charity for The Phoenix Projects who currently work in Ecuador, Guatemala and Perú promoting full education and employment in various communities. We have previously worked in Brazil, Costa Rica, Honduras and Nicaragua.

We aim to offer daily sustainable education to hundreds of children, teenagers and adults each year in primary, secondary, college and university by providing local teachers, scholarships and implementing small family businesses from which all the children and teenagers can continue their further education.

Local employment opportunities are created by investing in sustainable income-generating community initiatives which will help pay for the schools in the future and provide for the families' household costs.

3.0 Message from the Trustees

It has been another successful year on the projects in spite of the ever-mounting pressures on the charitable sector worldwide from the ongoing cost of living crisis. We remain steadfastly committed to full education in marginalised communities in Latin America despite donations falling by 33% in 2025 and almost 50% over the past three years and have seen more children enter and remain in the classroom and graduate.

We had anticipated these declines in donations several years ago and increased investment in local sustainable income plans which are helping to soften the blow. We foresee further declines in donations in 2026 due to current geopolitical issues and will continue to invest in these plans over the coming years offering the communities a more certain future.

Charity Challenges remain key fundraisers with last year's 20th Anniversary in Ecuador a great success. We will be celebrating a similar milestone in Perú this year followed by the 25th Anniversary of the projects in 2027 in Ireland and London. Coupled with the Impington School trip to Perú and the incredible response each year to the Appeal, these crowdfunding events generate much needed income for the projects.

Thank you so much to all our donors for continuing to regularly support our work in Latin America. We would not have been able to achieve what we have done without your generous support.

We, as the Board of Trustees, have approved this report and it has been signed by Dominic Williams on our behalf on 8th May 2026.

A handwritten signature in dark ink, appearing to read 'Dominic Williams', with a small flourish at the end.

Dominic Williams, Founder and Chairman

4.0 Sustainable Income Plans

At present the projects are reliant on donations, fundraising and local sustainable income plans. Depending on funding we hope to invest over £40,000 (\$50,000) in sustainable family income-generating plans in the communities over the next few years which will ultimately make all the projects self-sustainable financially whilst creating employment opportunities.

The plans range from a variety of small businesses depending on the available experience in the community. We also invest in training sessions if needed. They are generally agricultural-based though we have implemented weaving and internet businesses in the past.

So far over 400 families have benefitted from our sustainable income plans meaning their children's secondary school, college and university costs can be covered in the future. We plan to increase this number substantially over the coming years.

Once our current projects are 100% sustainable we will identify further communities in need of education and implement sustainable income plans to cover these costs in the future.



Plan Huerto - large-scale arable crops in Ecuador



5.0 Ecuador

In 2005 The Phoenix Projects began working in three local Kichwa-speaking indigenous schools in the communities of Huayrapungo, Muenala and Urcusiqui. In 2007 we started work in Larcacunga. All above 3000m (10,000 feet) in the Andes mountains each school had one or two teachers working across all 7 grades and little access to educational resources.

Following a government overhaul of the education system in 2014, rural schools were centralized and we concentrated on the school in Urcusiqui which also receives students from Muenala, Huayrapungo and Achupallas.



Rural communities in Ecuador

Since we started our financial support for local University students studying teaching in 2016 in exchange for them working in the school to ensure one teacher per class we have helped seven students with their long-term educational costs. Dozens of younger students have benefitted from them being in the classroom over the years receiving a dedicated education.

As well as providing local teachers, daily food and fruit, educational materials and internet in the school we have built energy-efficient stoves and started various sustainable income plans with families in the communities which help cover further education costs.



Over eight hundred children have had the opportunity to receive primary, secondary and University education since we started work in 2005 both in the schools and helped by income generated from the family sustainable plans.



Phoenix-funded local teacher

This year we reduced the number of local Phoenix teachers to three whilst also continuing to pay for monthly internet, gas and other supplies for the daily food, cleaning products for the toilets, educational classroom materials, cultural activities and other maintenance. Over seventy children from four communities received an education at the school.

The school vegetable garden we introduced in January produced cabbage, beetroot and carrots which can grow well at high altitude. These will be essential for the children's daily food programme.



Harvests were also successful with our large-scale Plan Huertos (beans) which we introduced in 2024 which help cover some costs of our sustainable plan management whilst helping local families.

We paid for various cultural events throughout the year including Fanesca, a soup made during Semana Santa (Easter) and made from a variety of ingredients including beans, grains, fish, eggs and many others. Other events included Day of the Child, graduations and colada morada to celebrate Day of the Dead.

Thanks to money raised from the 20th Anniversary Volcano Charity Challenge we purchased all the materials to build a large Cuy House where guinea pigs will be reared and sold with the income raised going towards some of the monthly costs of the school.



Plan Cuy



5.1 Ecuador costs 2025

	2025	2024
Total costs	-£15,476	-£27,635
Local teachers	-£10,440	-£19,313
Sustainable Plans	-£2,143	-£2,475
Food and celebrations	-£1,645	-£2,463
Materials and internet	-£1,248	-£1,617
Construction	-£0	-£1,768

5.2 Ecuador forecast costs 2026

For the next financial year we forecast that the basic running costs for Ecuador will be £5,600 excluding investment in sustainable plans. Work has begun to identify new areas of critical need in the region which we will support over the coming years including students with varying disabilities and further education.

With the government becoming more proactive with education in the communities where we have worked for the past twenty years by increasing the number of teachers and having university students helping to cover classes as part of their course, our support and funding can be better used elsewhere. For years we have supported local students with University costs in exchange for helping in the school, the last of whom will graduate this June.

Income generated from sustainable plans implemented over the past several years can now help cover future costs in the school and further education costs for the local families, which has always been our aim since we started in 2005. These include dozens of cows in Plan Moo, large-scale arable crops with Plan Huerta and several Plan Cuy farms.

	2026	2025
Total costs	-£5,600	-£15,476
Local teachers	-£5,000	-£10,440
Materials and internet	-£600	-£1,248
Food and celebrations	-£0	-£1,645
Sustainable Plans	-£tba	-£2,143



5.3 Ecuador sustainable plans

The following is a timeline of the various sustainable plans we have introduced:

Plan Moo (cows) – Introduced in 2008 with families receiving a cow and the income derived from milk sales and subsequent calves' milk helping to cover our local teachers' salaries and further education costs of their children. Dozens of cows have been purchased since inception and the herds have grown naturally.

Plan Cuy (guinea pigs) – This was introduced in 2011 with the building of cuy houses and the rearing of guinea pigs for sale. The income helps with further education costs. Further investment in Plan Cuy was made in 2025.

Plan Ironwoman – This community initiative was started in 2012 with the aim of providing sustainable iron-rich crops for pregnant mothers to fight infant malnutrition. Investment was made in materials, tools and seeds.

Plan Huerto (vegetable gardens) - Started in 2013 with the aim to provide regular food for school meals and the community. Larger scale harvests were trialled with potatoes in 2014 and beans in 2024. Further expansion was undertaken in 2025.

Plan Pollo (chickens) - Introduced in Muenala in 2015 with the sales of eggs being shared between the families for further education costs. The old classrooms were used after the centralization of the schools.

Plan Chanco (pigs) - Introduced in 2021 by purchasing young pigs to fatten up and sell after six months with profits going to the families.



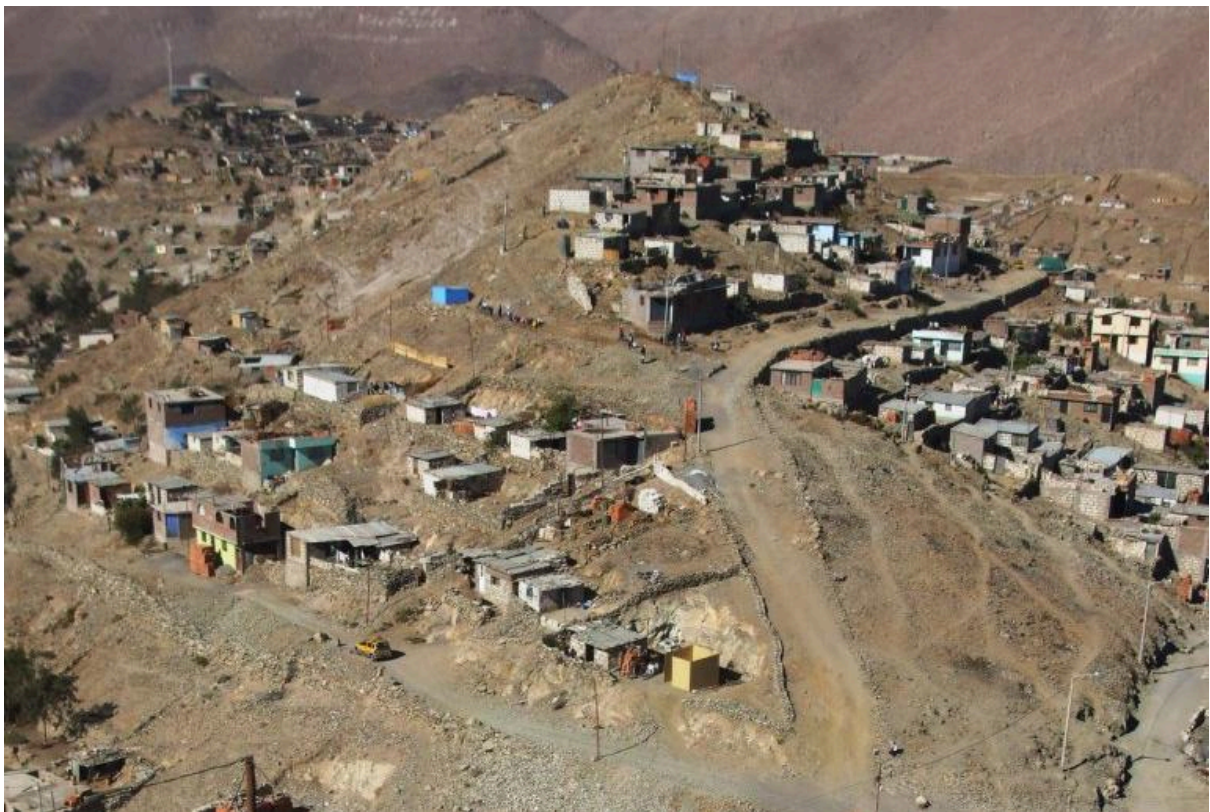
The early days of Plan Moo

6.0 Perú

The Phoenix Projects began work in Perú in both kindergarten and primary schools in the Quechua and Aymara-speaking desert communities of Triunfo and Maldonado in Sachaca on the outskirts of Arequipa at 2,400m (7,800 feet) in 2006 and later in Chiguata, Chivay and Machahuaya. For many years we employed local teachers and cooks so the children could have one hot meal a day as well as fresh fruit.

We have built extra classrooms, energy-efficient stoves and kitchens in the schools, awarded materials scholarships for further education and communal water tanks due to the scarcity of water. In 2013 the government became more proactive with food programmes and teachers so our work is now concentrated in Maldonado.

Since we started work in 2006 almost nine hundred children have had the opportunity to receive a primary education and move on to further education.



Sachaca

This year we continued to fund one local teacher, Edy Luz, and daily fruit as well as celebrating cultural events. At the start of the new school year we handed out the personalised text and work books to almost fifty students in all grades for the whole year. These include maths and literacy. The school has one teacher for every two grades, one of



whom is the head teacher who often has meetings with parents or the authorities, leaving their two classes unattended. Having personal text and work books allows the children to continue their work when they don't have a teacher.

Large parts of the government food programme were cancelled in July so we provided the shortfall for the rest of the year. With the vegetables from the garden the children weren't affected as we know that the food they receive in the school is often their only meal of the day.

The annual Impington International College trip from Cambridge, UK, was a great success in October with so much achieved in the few days they were up at the school including resurfacing and extending the playground, one-on-one teaching in maths, English, art and language, a mural depicting the three geographical regions of the country and theatre when a group of students spent time designing and making costumes for the children to perform a short history of Perú, including the Incas, the Spanish colonisation and finally Independence.



Playground construction



6.1 Perú running costs 2025

	2025	2024
Total costs	-£14,020	-£14,558
Local teachers	-£7,637	-£9,220
Celebrations & food	-£3,030	-£1,912
Construction	-£2,427	-£2,525
Classroom materials	-£926	-£426
Sustainable Plans	-£0	-£475

6.2 Perú forecast costs 2026

For the next financial year we forecast that the basic running costs for Perú will be £10,000 excluding investment in sustainable plans and construction.

We will continue with our local teacher and supply individual textbooks for the children as well as provide daily fruit, water filters and gas.

Vegetables from our Plan Huerta (vegetable garden) and the brick oven will continue to enhance the daily diet of the children with extra produce being shared with the families in their homes.

Cultural celebrations will be funded during the year including Mother's Day and Day of the Child as well as the end of year trip to the beach. Investigations are also underway to identify new areas where we can support students with varying disabilities.

The 20th Anniversary will be celebrated in July with the Colca Canyon Charity Challenge and a big party in the school.



Personal workbooks

	2026	2025
<u>Total costs</u>	<u>-£10,000</u>	<u>-£14,020</u>
Local teachers	-£8,000	-£7,637
Celebrations & food	-£1,500	-£3,030
Classroom materials	-£500	-£926
Construction	-£tba	-£2,427
Sustainable Plans	-£tba	-£0



6.3 Perú sustainable plans

The following is a timeline of the various sustainable plans we have introduced:

Plan Huerto (vegetable gardens) - Started in 2022 with the aim to provide regular food for school meals and the community. It uses drip-irrigation and hydroponic systems due to limited water supply.



The students involved with the vegetable garden



7.0 Guatemala

The Phoenix Projects began in Kaqchikel-speaking communities at 1,600m (5,000 feet) in Chimaltenango and Sacatepéquez in 2002. Since then we have built schools for children to receive primary education, invested heavily in sustainable income plans, provided daily food and fruit as well as educational materials. We have also constructed energy efficient stoves to help reduce in-house air pollution, provided materials to rebuild homes and food supplies after natural disasters including Hurricanes Stan and Agatha, donated fertilizer for family crops, provided food and fruit-trees to the elderly population, reforested tens of thousands of trees and awarded hundreds of scholarships for further education.

Now that primary school is freely available through the state system we have concentrated on secondary school, college and university education since 2019 with particular attention to students with serious underlying health issues and those living in severe poverty around Lake Atitlán. We also supply classroom materials to primary school students.

Since we started in 2002 over three thousand children and teenagers have had the opportunity to receive an education either in our schools, with the scholarships we provide or from the income generated from the sustainable plans we have implemented over the past several years.



Equality in further education

This year four hundred students from several communities had access to primary, secondary and college education with scholarships and classroom materials. Due to shortfalls in



funding we had to reduce the scholarship amount for college students. Four of our 2024 graduates who excelled in their final exams earned places with a national bank as part of their apprenticeship scheme.

We started supporting fifty students with varying disabilities in a small school on the lake where we helped with eye tests and glasses for one partially sighted student. Our local Phoenix project manager Gaspar helped out a lot with the new school.

All the children and families we support from different communities around the lake live in extreme poverty. They are unable to purchase even the simplest classroom materials, never mind the monthly costs of further education. Gaspar, who is Tz'utujil Maya, spent weeks visiting different communities to identify the families in most need to make sure all our scholarships are awarded to the students who really need them.



Educational utensils for primary school students

As part of the scholarship programme the parents of the students got involved in litter clearing around the lake during the year. Several tonnes of litter were collected from the shore which was then collected by the local government for recycling and landfill.



The scholarship students were also involved in our annual reforestation programme planting hundreds of trees which helps offset Phoenix's carbon footprint in all our countries.

Work was undertaken on building a new centre for our Plan Costura (sewing business) which aims to provide training and income for dozens of women, especially single mothers. It will also provide an income for our college students to cover the part of their tuition scholarships which we had to reduce.

Finally, we celebrated Day of the Child for all the students which included plenty of food and games that everyone could enjoy. The mothers got together to prepare and cook all the food. It was a great day in all the schools which up until now had rarely celebrated to this extent and we will now aim to celebrate their day each year.



New support for students with varying disabilities

7.1 Guatemala costs 2025

	2025	2024
Total costs	-£12,764	-£24,986
Education and scholarships	-£9,623	-£13,847
Plans and reforestation	-£2,666	-£11,139
Celebrations and food	-£475	-£0

7.2 Guatemala forecast costs 2026

For the next financial year we forecast that the basic running costs for Guatemala will be £12,000 excluding further investment in sustainable plans (apart from reforestation).

Our work continues in several communities where we will provide scholarships to around one hundred secondary and college students and increase the number of primary school students receiving school materials to four hundred.

We aim to increase our support for the school for students with varying disabilities and Gaspar will continue to work there as well as in other communities offering help with homework and advice as well as managing the sustainable plans.



Increased support

The new Plan Costura sewing centre which was built last year will help single mothers and further education students cover extra costs of their education and we hope to expand into other communities over the coming years.

We will also continue with our reforestation and litter clearing programmes.

	2026	2025
Total costs	-£12,000	-£12,764
Education and scholarships	-£10,000	-£9,623
Plans and reforestation	-£1,000	-£2,666
Celebrations and food	-£1,000	-£475

7.3 Guatemala Sustainable Plans

The following is a timeline of the various sustainable plans we have introduced:

Plan Reforestation - Started in 2002 working with a women's group in Chimaltenango funding a tree nursery producing and planting on average 25,000 trees a year. The plan was handed over to the women as they found their own clients in 2018. This plan, as well as community litter clearing, was reintroduced in 2021 at Lake Atitlán.

Plan Huerto (vegetable gardens) - The investment in seeds, fertilizers, fencing and tools for small family gardens and on a larger scale with tomatoes and green beans in 2012.



Reforestation



Plan Moo - The purchase of cows between 2013 and 2017 with the income from milk staying with the families to help with further education costs.

Plan Negocio (business) - The purchase of machines in 2013 that grind basic maize into the dough needed to make tortillas. The machines were handed over to the families.

Plan Costura - The purchase of large weaving looms for "cortes" (the indigenous traditional dresses) and investing in training for the women in 2015. This plan was increased in 2019 at Lake Atitlán with the purchase of sewing machines and a new centre was constructed in 2024/5.

Plan Pollo (chickens) - Started in 2015 with the investment in infrastructure including pens, feed and chickens with the income from the sales of meat and eggs (after costs for reinvestment) staying with the families to help with further education costs. The plans were handed over to the families in 2017.

8.0 The Phoenix Projects Management costs 2025

	2025	2024
Total costs	-£8,500	-£8,500
Management costs	-£7,500	-£7,500
Transport costs	-£1,000	-£1,000

8.1 The Phoenix Projects Management costs 2026

	2026	2025
Total costs	-£8,500	-£8,500
Management costs	-£7,500	-£7,500
Transport costs	-£1,000	-£1,000

9.0 Fly The Phoenix costs 2025

Fly The Phoenix is run voluntarily by founders Dom and Doreen Williams.

	2025	2024
Total costs	-£2,347	-£6,511
Communications and media	-£1,750	-£1,750
Bank transfer charges	-£597	-£761
Charity Challenge	-£0	-£4,000

9.1 Fly The Phoenix costs 2026

Fly The Phoenix will continue to be run voluntarily by founders Dom and Doreen Williams.

	2026	2025
Total costs	-£2,350	-£2,347
Communications and media	-£1,750	-£1,750
Bank transfer charges	-£600	-£597



Fly The Phoenix



10.0 Financial Statement

From 1st January 2025 to 31st December 2025

	2025	2024
Opening Balance	£13,134.00	£13,663.00
Restricted funds	£53,404.00	£75,146.00
Unrestricted funds	£1,218.00	£6,515.00
Total funds received¹	£54,622.00	£81,661.00
Total expenditure	-£53,107.00	-£82,190.00
Ecuador	-£15,476.00	-£27,635.00
Perú	-£14,020.00	-£14,558.00
Guatemala	-£12,764.00	-£24,986.00
Project Management	-£8,500.00	-£8,500.00
Communications and media	-£1,750.00	-£1,750.00
International Bank Charges	-£597.00	-£761.00
Assets	£0.00	£0.00
Liabilities	-£0.00	-£0.00
Net Balance	£14,649.00	£13,134.00


¹Includes Gift Aid

We, as the Board of Trustees, approved this financial statement on 8th May 2026 and it has been signed by Dominic Williams on our behalf.

Dominic Williams

Founder and Chairman

11.0 Independent Examiner's Report



Independent Examiner's Report on the Accounts

Section A Independent Examiner's Report

Report to the trustees/members of Fly The Phoenix

On accounts for the year ended 311225 Charity no (if any) 1148531

Set out on pages 1 (number to include the page numbers of additional sheets)

Respective responsibilities of trustees and examiner

The charity's trustees are responsible for the preparation of the accounts. The charity's trustees consider that an audit is not required for this year under section 144 of the Charities Act 2011 (the Charities Act) and that an independent examination is needed. It is my responsibility to:

- examine the accounts under section 145 of the Charities Act,
- to follow the procedures laid down in the general Directions given by the Charity Commission (under section 145(5)(b) of the Charities Act), and
- to state whether particular matters have come to my attention.

Basis of independent examiner's statement

My examination was carried out in accordance with general Directions given by the Charity Commission. An examination includes a review of the accounting records kept by the charity and a comparison of the accounts presented with those records. It also includes consideration of any unusual items or disclosures in the accounts, and seeking explanations from the trustees concerning any such matters. The procedures undertaken do not provide all the evidence that would be required in an audit, and consequently no opinion is given as to whether the accounts present a 'true and fair' view and the report is limited to those matters set out in the statement below.

Independent examiner's statement

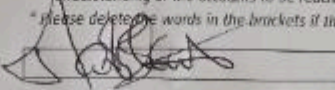
In connection with my examination, no matter has come to my attention ~~(other than that disclosed below):~~

(1) which gives me reasonable cause to believe that in, any material respect, the requirements:

- to keep accounting records in accordance with section 130 of the Charities Act,
- to prepare accounts which accord with the accounting records and comply with the accounting requirements of the Charities Act have not been met; or

(2) to which, in my opinion, attention should be drawn in order to enable a proper understanding of the accounts to be reached.

* please delete the words in the brackets if they do not apply.

Signed  Date 8/05/26

Name MARTIN STEWART

Relevant professional qualification(s) or body (if any) 10 years, major clearing bank trained professional

Address VILLAGE END
JEW STREET
MARNHULL
DORSET DT10 1QF, UK