

KIERAN HOLMES

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International executive with 30+ years experience in strategic planning, general and project management, program development and implementation, multicultural team building, government/public relations and organization restructuring.

Expertise in trade practices, business protocols, trade and investment promotion, negotiations, budget development and management, government-business collaboration, import/export and tax policy development throughout Africa.

*Established key relationships with the highest levels of government throughout Africa, Europe and the Middle East.
Builds and motivates multicultural teams to meet the demands of ever changing global political and business environments.
Excellent strategist with ability to identify critical issues and focus group efforts to achieve organizational goals.*

Effectively manages in demanding and unstable environments addressing sensitive issues with efficient, positive solutions.

- Reorganized the Burundi revenue authority (OBR) on behalf of TradeMark East Africa which achieved greater integration within the East African Community, increased annual revenue by \$175 million and stimulated regional trade.
- Transformed the culture and mindset of OBR, created a nexus with the business community, introduced an effective zero tolerance of corruption policy, improved its image and created a predictable and transparent organization.
- Managed the Rwanda Revenue Authority (RRA) project for the UK DFID and transformed it into the leading authority in East Africa by ensuring the effective implementation of RRA's modernization strategy. Consolidated all existing and planned reform initiatives into a single plan across tax and customs administrations.
- Increased revenue by 700%, that allowed the Rwanda Government to finance 90% of its recurring budget and gave confidence to donors to invest in infrastructure development which accelerated economic growth in Rwanda.
- Coordinated the computerization, tax administration and training for the UNDP/DFID/IMF project designed to strengthen economic and financial management in 5 partner agencies and 2 pension funds in Yemen.
- Developed a double taxation agreement negotiating strategy, formulated effective tax incentives for investment promotion and balanced the interests between business, government, monarchy and trade unions in Swaziland.

Utilizes a combination of business expertise, cultural knowledge, outstanding communication skills and the ability to foster relationships with high-level contacts in the private and public sector.

- Recruited, trained and managed a multicultural team of 700 with an annual budget of \$9+ million. Established senior management team, initiated a code of conduct and new HR processes, improved compensation and relocated offices.
- Expanded capacity of OBR through the introduction of IT/MIS systems and modern tax laws, initiation of training programs and facilitated assistance from more advanced neighboring countries.
- Stimulated foreign investment by negotiating 6 double taxation agreements that rationalized residency and revenue source for Burundi, Swaziland, South Africa, Republic of China, Kiribati, the UK, Mauritius, Lesotho and Australia.
- Created an IT strategy for the RRA, selected new hardware and software which saved \$1 million, eliminated 6 non-performing advisors and directed development of the RRA's in-house training center.
- Managed Lesotho's \$2.5 million revenue assistance project. Increased revenue by 2000% in 6 years by persuading donors to the Lesotho Highlands Water project and the government to allow taxation of large construction projects.
- Facilitated the reduction of income tax rates from 53% to 35%, negotiated multiple double taxation agreements providing development incentives and significantly increased capacity through better training, systems and resources.
- Increased revenue 400% by instituting new tax laws focused on larger taxpayers and by expanding taxation on commercial activities in Kiribati waters which reduced the drawdown of interest from the Government's Reserve Fund.

EDUCATION

BA, Mod (Econ) Honours, Trinity College, Ireland, 1977

PROFESSIONAL EXPERIENCE

CONSULTANT

Commissioner General, Burundi, 2010–Present
Manager, Rwanda Revenue Authority Project, 2002-2009

Government of Botswana, 2001

Team Leader, RAP Project, Lesotho, 1994-1997

Team Leader, ARCDP, Lesotho, 1991-1994

1991 – Present

Project Manager, TMEA, Regional Assistance, Rwanda, 2009-2010

Government of Yemen, 1998-2002

Government of Swaziland, 1995, 1996, 1997-1998

IMF Mission to Jordan, 1994

Inspector of Taxes, Kiribati, 1984-1991

REVENUE COMMISSIONERS, Ireland - Inspector of Taxes

1977 – 1984