

To Whom It May Concern

Mr. Kieran Holmes

Kieran Holmes served as the Commissioner General in the *Office Burundais des Recettes* (OBR) from June 2010 to June 2014. He was seconded to the post by TradeMark East Africa (TMEA). TMEA is a non-profit trade development organisation which was funded by international donors over this period to help build a modern Revenue Authority in Burundi.

During his tenure, I found Kieran to be a very dedicated and technically skilled professional. He is creative and committed to getting results. His work resulted in a significant increase in revenue collection for the Government of Burundi, from BIF 301 billion in 2010, to BIF 560 in 2013. This would not have been possible without Kieran's leadership and courage in his attempts to modernise the revenue authority in at times a very politically challenging environment. Kieran also successfully introduced modern human resources, governance, IT and revenue management systems in OBR.

Kieran's four-year tenure ended owing to the wish of the Government of Burundi to have the expatriate CG succeeded by a Burundian national.

I was impressed with Kieran's performance during the time I have known him and recommend him to anyone who wishes to use his expertise in revenue management reforms.

Please do not hesitate to contact me if you need more information.

Yours faithfully,



Frank Malsaert
Chief Executive Officer