

# Leonardo Javier Belén

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## SUMMARY

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Administration and optimization specialist. I speak Spanish (native), English (full proficiency) and Portuguese (business). I have experience with multiple governments and countries, being able to apply the knowledge to the private sector in areas as management. In particular, I have taken a role in multiples areas among which the most remarkable are:

- **Argentina - Administración Federal de Ingresos Públicos:** Analysis and design of the Electronic Library (<http://biblioteca.afip.gov.ar>); arrears analysis and execution.
- **Guatemala - Superintendencia de Administración Tributaria:** Consultant in Arrears, Collections, and Accounting management; legislative and regulations modification proposals, current account implementation, general advisory to the legal and collections Directorates, change management and officer training.
- **Panamá - Dirección General de Ingresos:** Legal advisor of the tax modernization project.
- **Barbados - Inland Revenue Department:** Design, development and implementation of the tax administration system (<http://etax.bra.gov.bb>), including workflows, returns proposals and risk matrix operations; change management and officer training; legislative and regulations modification proposals and advisory to the Commissioner of Inland Revenue.
- **Ecuador - Servicio de Renta Interna:** Assessment prior to the implementation of the current account; legislative, regulations and systems modification proposals.
- **Brasil (Maranhão) - Secretaria de Fazenda:** Assessment prior to the implementation of a tax administration system; legislative, regulations and systems modification proposals; and advisory to the Secretario de Fazenda.
- **Brasil (Tocantins) - Secretaria de Fazenda:** Assessment prior to the implementation of a tax administration system; legislative, regulations and systems modification proposals; and advisory to the Secretario de Fazenda..

## EXPERIENCE

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| <b>2015-PRESENT</b> | <b>IEMANJÁ/ALEPHBET RESEARCH</b><br><i>Co-Founder</i><br><i>Technological Startup</i> <ul style="list-style-type: none"><li>• Project Analysis</li></ul>   | <i>Buenos Aires, Argentina</i>     |
| <b>2014-PRESENT</b> | <b>ESTUDIO SANTIAGO BELÉN E HIJO (SANTIAGO BELEN AND SON'S BUFFET)</b><br><i>Lawyer</i><br><i>Lawyers' Bufette</i> <ul style="list-style-type: none"><li>• Generalist Lawyer</li><li>• Management</li></ul>  | <i>Buenos Aires, Argentina</i>     |
| <b>2014-PRESENT</b> | <b>SURFER TANK</b><br><i>Director</i><br><i>Think Tank</i> <ul style="list-style-type: none"><li>• General Management</li></ul>  | <i>Buenos Aires, Argentina</i>     |
| <b>2014-2015</b>    | <b>SECRETARIA DE FAZENDA DO ESTADO DE TOCANTINS / INTER-AMERICAN CENTER OF TAX ADMINISTRATIONS (CIAT)</b><br><i>Legal Advisor</i><br><i>Tocantins's Tax Agency</i> <ul style="list-style-type: none"><li>• Analysis of the objections, internal affairs work flows, under the broader scope of a general flow restructuring.</li><li>• General advisory.</li></ul> | <i>Palmas de Tocantins, Brazil</i> |
| <b>2013-2014</b>    | <b>C2D SERVICES</b><br><i>Senior Advisor</i><br><i>Advisory Services for Development</i> <ul style="list-style-type: none"><li>• Analysis of the Tax Administration Systems (COTS) around the world, with focus on Developing and third world countries.</li></ul>   | <i>Montreal, Canada</i>            |
| <b>2012-2013</b>    | <b>SECRETARIA DE FAZENDA DO ESTADO DO MARANHÃO / INTER-AMERICAN CENTER OF TAX ADMINISTRATIONS (CIAT)</b>   |                                    |

**Administration Specialist**

São Luis, Maranhão, Brazil

Maranhão's Tax Agency

- Analysis of the collection, objections and internal affairs workflows
- Proposal of modifications and improvements.
- General advisory.

**2012-2013****INLAND REVENUE DEPARTMENT (IRD) / INTER-AMERICAN CENTER OF TAX ADMINISTRATIONS (CIAT)****Administration Specialist**, Commissioner's Office

Bridgetown, Barbados, West Indies

Barbados Income Tax Agency

- Improvements to the methodologies and the systems of IRD, being the only resident foreign consultant and advisor.
  - Advisory to the Commissioner of Inland Revenue and top Management of the organization regarding general administration affairs, registration, collections, audit, risk management, change management, tax law (both local and international), statistics, work flows, accounting principles, third party information management, data mining, among other topics.
  - Migration and Deployment task planning and execution.
  - Task planning and coordination
  - Proposal of improvements and changes on the topics indicated above.
  - Statistics and reports definition, design, development and deployment.
  - Design, development, test and deployment of system improvements.
  - Couch/Facilitate courses and seminars
    - On general topics to the Officers of the Information Technologies of the Tax Administration.
    - On Technologies and Systems programming to the Information Technologies officers of the Tax Administration.
    - On how to provide information and general matters to selected third party providers, such as the Superintendence of Insurance and the Country's Treasury.
- Definition, design, development and proposal of tax returns and administrative forms.
- Change management.

**2011-2011****DIRECCIÓN GENERAL DE INGRESOS (DGI) – INTER-AMERICAN DEVELOPMENT BANK (IDB)– INTER-AMERICAN CENTER OF TAX ADMINISTRATIONS (CIAT)****Legal Advisor** (Short Consultancy), IT Management

Panama City, Republic of Panama

Panama's Federal Tax Agency

- Analysis of the procurement process and creation of a revamped acquisition flow
- Development of Terms of References for many of the program's acquisition requirements.
- General advisory.

**2010-2011****SERVICIO DE RENTAS INTERNAS (SRI) - INTER-AMERICAN CENTER OF TAX ADMINISTRATIONS (CIAT)****Administration Specialist** (Short Consultancy), Quality Management Unit

Quito, Ecuador

Ecuador's Federal Tax Agency

- Analysis of the following processes: Debt Verification, Administrative Collection and Judicial Collection; Implementation proposal for a unified, centralized taxpayer current account.
- Proposal of an Embargo automated management system, general collections improvements, taxpayers current account.

**2009-2010****INLAND REVENUE DEPARTMENT (IRD)****Administration Specialist**, Commissioner's Office

Bridgetown, Barbados, West Indies

Barbados Income Tax Agency.

- Improvements to the methodologies and the systems of IRD, being the only resident foreign consultant and advisor.
  - Advisory to the Commissioner of Inland Revenue and top Management of the organization regarding general administration affairs, registration, collections, audit, risk management, change management, tax law (both local and international), statistics, work flows, accounting principles, third party information management, data mining, among other topics.
  - Migration and Deployment task planning and execution.
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  - Proposal of improvements and changes on the topics indicated above.
  - Statistics and reports definition, design, development and deployment.
  - Design, development, test and deployment of system improvements.
  - Couch/Facilitate courses and seminars
    - On general topics to the Officers of the Information Technologies of the Tax Administration.
    - On Technologies and Systems programming to the Information Technologies officers of the Tax Administration.

- On how to provide information and general matters to selected third party providers, such as the Superintendence of Insurance and the Country's Treasury.
- Definition, design, development and proposal of tax returns and administrative forms.
- Change management.
- Definition of procedures that will apply to the various matters of the organization, including Current Account, Current Account Corrections and Certificates and I have contributed also on the functional design of the other processes.

**2007-2008**

**INTER-AMERICAN CENTRE OF TAX ADMINISTRATIONS (CIAT)**

*Administration Specialist, Modernization Project*

*Bridgetown, Barbados, West Indies*

*International Organization specialized in Tax matters.*

- Flow Analysis: collections, risk management, accounting management, taxpayer current account.
- Proposal of improvements and changes on the topics indicated above.
- Definition, design, development and proposal of tax returns and associated forms, which constitute the kernel of the actual returns in use in the country.
- Initial configuration of the current account, general ledger, risk management, document management and associated workflows.
- Quality assurance.
- User and procedural manuals review.
- "Zero day manuals" creation.
- Couch/Facilitate courses and seminars on change management to the Officers of the Tax Administration.
- Process Reengineering, including the creation of functional documents (UML)
- Review, definition, test and deploy of integration flows, such as the ones in use with the Country's treasury.
- Change management.

**2007-2007**

**SUPERINTENDENCIA DE ADMINISTRACIÓN TRIBUTARIA (SAT)**

*Administration Specialist, Modernization Project*

*Guatemala City, Guatemala*

*Guatemala's National Tax Agency.*

- Analysis, test and deployment of the administrative collection, executive collection, refunds, current account and failure to file (omissions) workflows.
- Development of methods, applications and statistics for the effective control of the flows under consideration (indicated above).
  - Creation of the templates to work on the executive (judiciary) workflows.
- Training of SAT officers on the use of the new technologies including Refunds Processing, Current Account and Executive Arrears (among others)
- Change management.

**2006-2006**

**INTER-AMERICAN CENTRE OF TAX ADMINISTRATIONS (CIAT)**

*Administration Specialist, Modernization Project*

*Panama City, Panama*

*International Organization specialized in Tax matters.*

- Analysis of the administrative collection, executive collection, refunds, current account and failure to file (omissions) workflows of the Guatemalan Tax Administration.
- Development of methods, applications and statistics for the effective control of the flows under consideration (indicated above).
  - Development of a detailed Executive (judiciary) Collection procedural Manual.

**2002-2006**

**ADMINISTRACIÓN FEDERAL DE INGRESOS PÚBLICOS (AFIP)**

*Revenue Analyst, Judicial Control Unit*

*Buenos Aires, Argentina*

*Argentina's Federal Tax Agency.*

- Proposal of projects of new norms, both internal and external.
- Definition, design, development, deployment and maintenance of methods, applications and statistics for the effective control of the lawyers of the organization.
- Redefinition and creation of the functional analysis documentation for some of the applications to accommodate for new features and technologies.
- Definition, design, development, deployment and maintenance of the unit's statistics and reports.
- Change Management.

**1999-2002**

**ADMINISTRACIÓN FEDERAL DE INGRESOS PÚBLICOS (AFIP)**

*Document Analyst/Designer, Electronic Library*

*Buenos Aires, Argentina*

*Argentina's Federal Tax Agency.*

- Maintenance of the thesaurus used within the Electronic Library, used to manage the organization's knowledge database.

- Design, development, test and deployment of the first web interface of AFIP's Electronic Library (<http://biblioteca.afip.gov.ar>), being the first time that the tax laws were put online in a systematic way, completely free to all taxpayers of the country.
- Design, development, test and deployment of some of the library applications, including doctrine, Customs gazette and Tax gazette.
- Update to the methods and procedures that are applicable to the document analysis, adapting the original methodology of the Ministry of Justice to the specific needs of the tax administration.
- Digitalization of document pieces that do not follow a specific pattern (example, annexes).
- Design, development, test and proposal of a customs position system based on Nomenclatura Común del Mercosur (NCM), intended to understand the different branches in context.
- Change management.
- General advisory

**1999-1999**

**FAIR TRADE COMMISSION**

***Assistant of the Mail Office***

*Buenos Aires, Argentina*

*Commission under the Ministry of Economic Affairs of Argentina.*

- Improvement of the archives of the commission.
- Processing of document pieces.

**1998-1998**

**SECRETARY OF SMALL AND MEDIUM SIZE COMPANY AFFAIRS**

***Mail Office Supervisor – Entrepreneurship Re-structuration program (PRE)***

*Buenos Aires, Argentina*

*The PRE provides with support to implement quality standards within the small and medium companies.*

- Improvement of the efficiency of the cadets under the jurisdiction of the Mail Office.
- Improvement of the archives of the program.
- Processing of document pieces.
- General advisory
- Task Coordination.

**1997-1998**

**SECRETARY OF INDUSTRY, TRADE AND MINING**

***Mail Office Assistant – Entrepreneurship Re-structuration Program (PRE)***

*Buenos Aires, Argentina*

*The PRE provides with support to implement quality standards within the small and medium companies.*

- Improvement of the Office's efficiency
- Processing of document pieces.

**EDUCATION**

June 2014

**TORCUATO DI DELLA UNIVERSITY**

Buenos Aires, Argentina

*Master of Business Administration (MBA)*

May 2004

**BUENOS AIRES UNIVERSITY**

Buenos Aires, Argentina

*Lawyer*

**HABILITIES AND OTHER ACTIVITIES**

- I am a native Spanish speaker and can speak English fluently, with intermediate Portuguese skills, being able to express complex abstract ideas all three languages.
- I am able to understand and manage code written in C#, SQL (All major dialects), C++, Python and Java, among other languages.
- For a long time, I had the opportunity of assuming different roles like: Software Programmer, Facilitator (both in English and Spanish) and had to manage workgroups in a day-to-day basis.
- I had been the co-host of a radio show named "Va de Retro" that aired for three years (in Spanish), and normally collaborate with the media and those kinds of shows.
- I am fond of the 3D printing technology and I have created, built and operate a 3D printer called 'Betelgeuse' based on the original Prusa designs.
- I am an avid Science Fiction reader