



L3P

Liberar el **potencial** de
las **personas** y del **país**



**Policy roadmap with proposals
to transform Colombia.**



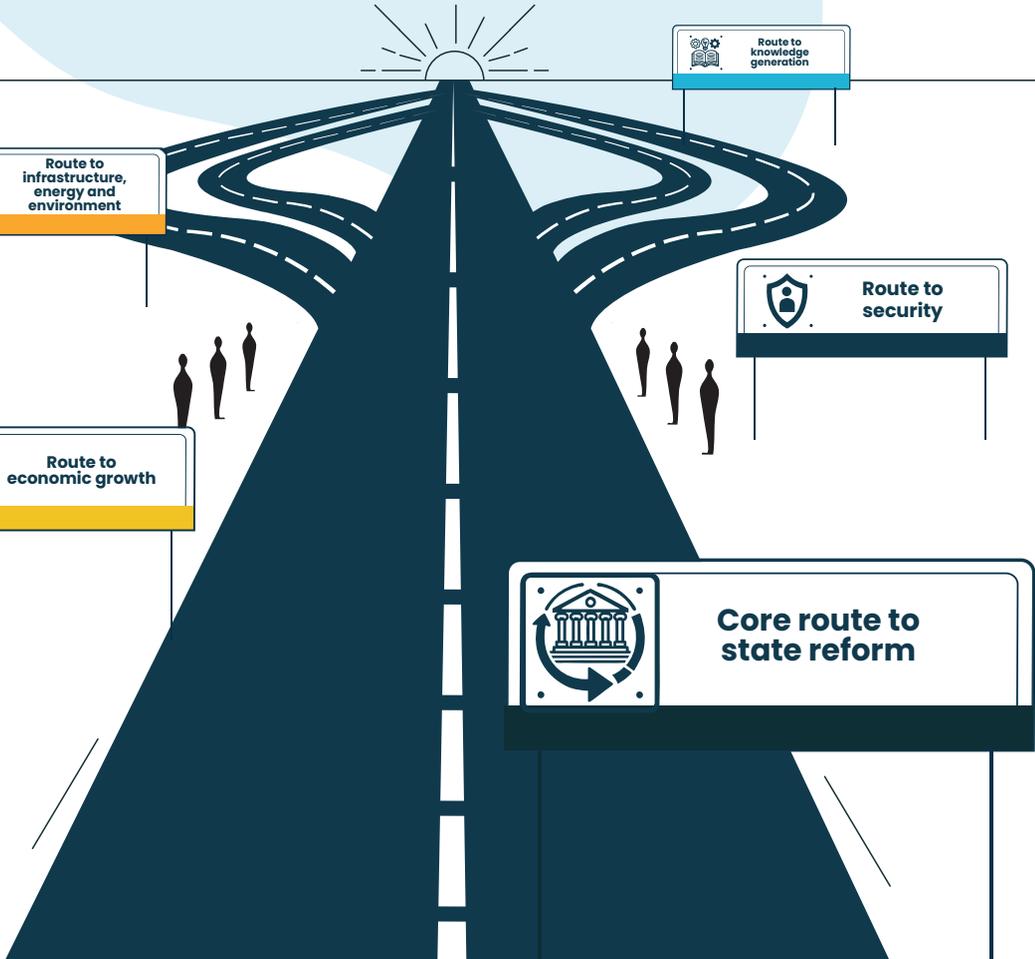
 **Route to
knowledge
generation**

 **Route to
infrastructure,
energy and
environment**

 **Route to
security**

 **Route to
economic growth**

 **Core route to
state reform**



L3P Liberar el potencial de las personas y del país

2nd edition

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This document reflects the ICP's institutional vision and has been developed through its research, analysis, expert roundtables, and fieldwork, which have helped to disseminate the ideas of economic freedom across different regions of the country.

Layout and design

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Instituto de Ciencia Política
Hernán Echavarría Olózaga

We are a private, independent and non-partisan **think tank**.

We generate specialized knowledge on political, economic and security issues to influence in defense of **economic freedom** and **liberal democracy**.

We engage

Decision-makers and public opinion through projects that include:

- 1 Publications.
- 2 Measurement models (Indexes).
- 3 Training programs.
- 4 Events.
- 5 Dissemination activities.

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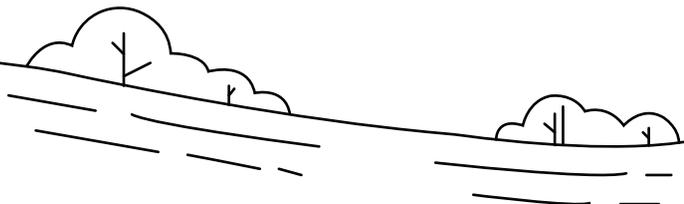


What is L3P

A programmatic roadmap with proposals **to unleash the potential of individuals and the country.** It sets out a vision in which the state effectively and efficiently fulfills its essential role: guaranteeing security, justice and clear rules. It moves beyond the model that has hindered Colombia's progress.

Why was **it created?**

- ◀ It was born out of the ICP's sustained work in generating knowledge to contribute to the defense of economic freedom and liberal democracy.
- ◀ It is the result of years of ICP research on the structural failures of the Colombian State, the effects of excessive interventionism and public inefficiency.
- ◀ It arises from the rigorous monitoring of ideas and policies that have worked successfully in contexts of economic freedom and liberal democracy.





What is its purpose?

<p>To influence the public agenda and the design of policies and institutional reforms based on economic freedom and liberal democracy.</p>	<p>To guide in the long term the political, academic and institutional action of the ICP.</p>	<p>To transform the model of excessive state intervention and return freedom to individuals so they can unleash their potential.</p>
<p>To promote an environment where individuals can work, save, start businesses, learn and live in freedom.</p>	<p>It is not an electoral or short-term strategy: it proposes sustainable solutions that transcend governments.</p>	

Who is it for?

1

Presidential and congressional candidates.

2

Large, medium and small business owners.

3

Civil society and opinion leaders, media outlets and citizens.

Freedom needs allies. Share its ideas, spread its vision and join us in unleashing the potential of individuals and the country!

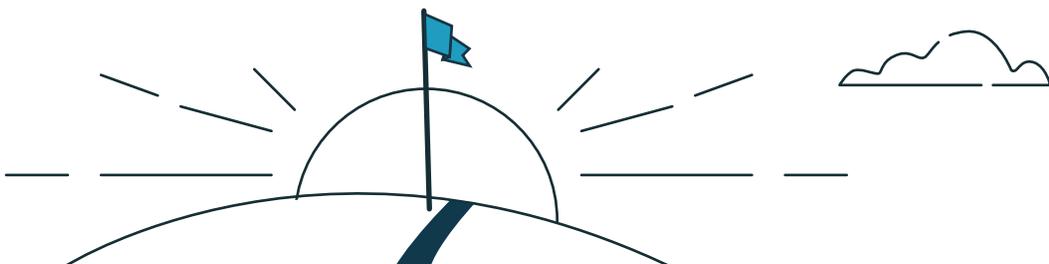
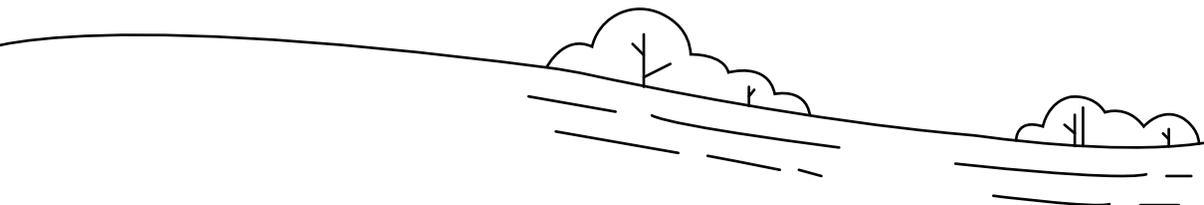




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Liberar el potencial de las personas y del país

(To unleash the potential of individuals and the country)

Colombia faces a turning point. For decades, a model of excessive state intervention has limited individuals' potential, blocked value creation, wealth and opportunities, and perpetuated inefficiency, insecurity, corruption and barriers to entrepreneurship.

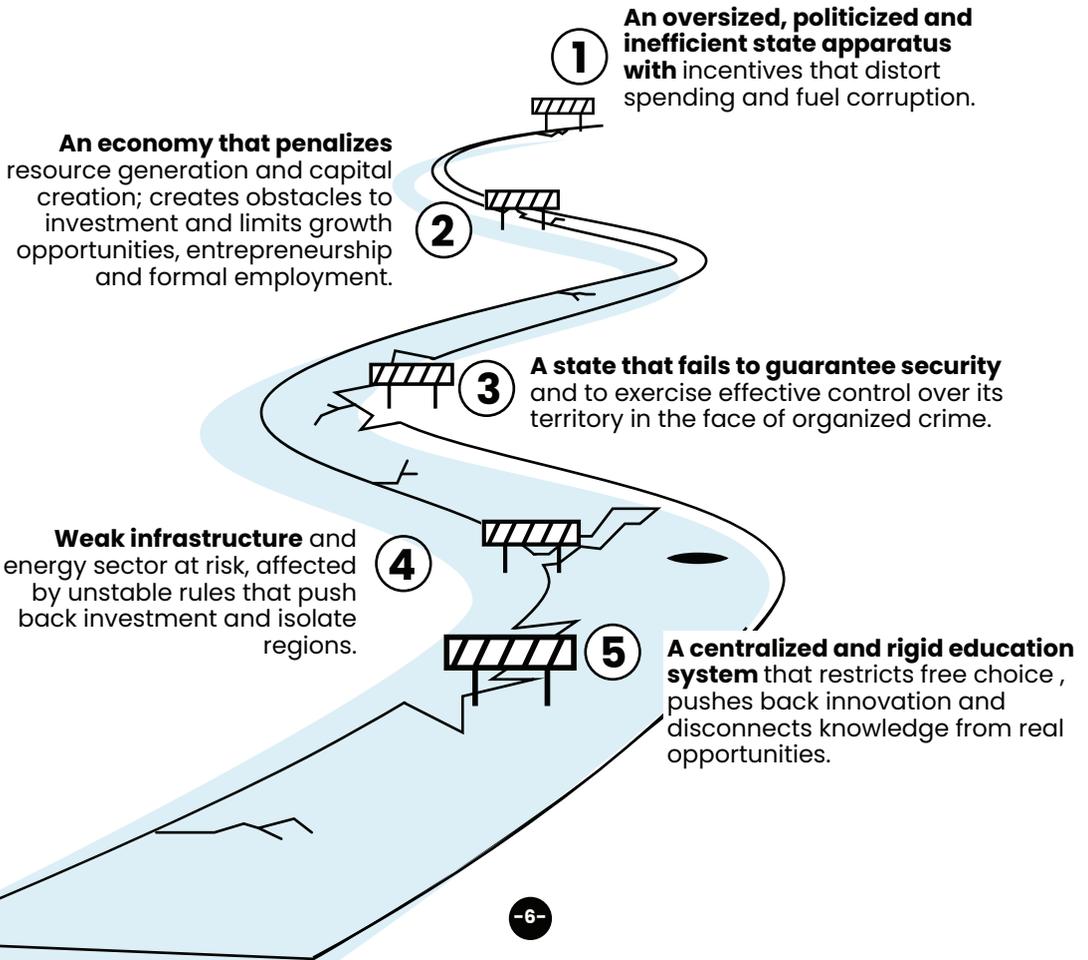
Despite increasing public spending, the results are precarious: services that fail, justice that does not respond, education that doesn't transform and an economy without conditions to grow, compete or plan for the future. The State has accumulated tasks and programs, but has neglected its essential role: to create conditions for individuals to live safely and without fear, to learn, to invest, to start businesses and to work freely.

Arbitrary and poorly designed state interventionism tends to stifle private initiative, generate uncertainty, violate private property rights, weaken institutional quality and erode citizen confidence and democratic legitimacy.

L3P was conceived as a roadmap that proposes a clear and coherent vision: to unleash the potential of individuals and the country, to restore trust in institutions, and to replace the logic of control with a logic of freedom, value creation and individual autonomy.

L3P proposes to redefine the state role so that it fulfills the essential: guarantee security, justice and clear rules. It's not about an absent state or an omnipresent one that replaces people, but a **limited, efficient and results-oriented state**, focused on protecting individuals, guaranteeing law fulfillment and upholding the game rules that enable decentralization, free initiative, competition, investment, infrastructure, quality education and knowledge generation. Everything that can be done better by the private sector or society should be assumed by them.

5 structural failures that reinforce each other.



5 Routes with proposals to transform Colombia starting in 2026

L3P proposes a vision to overcome the model of excessive state intervention through five interconnected and mutually enabling routes, where state reform is the fundamental route that makes the development of the others possible.

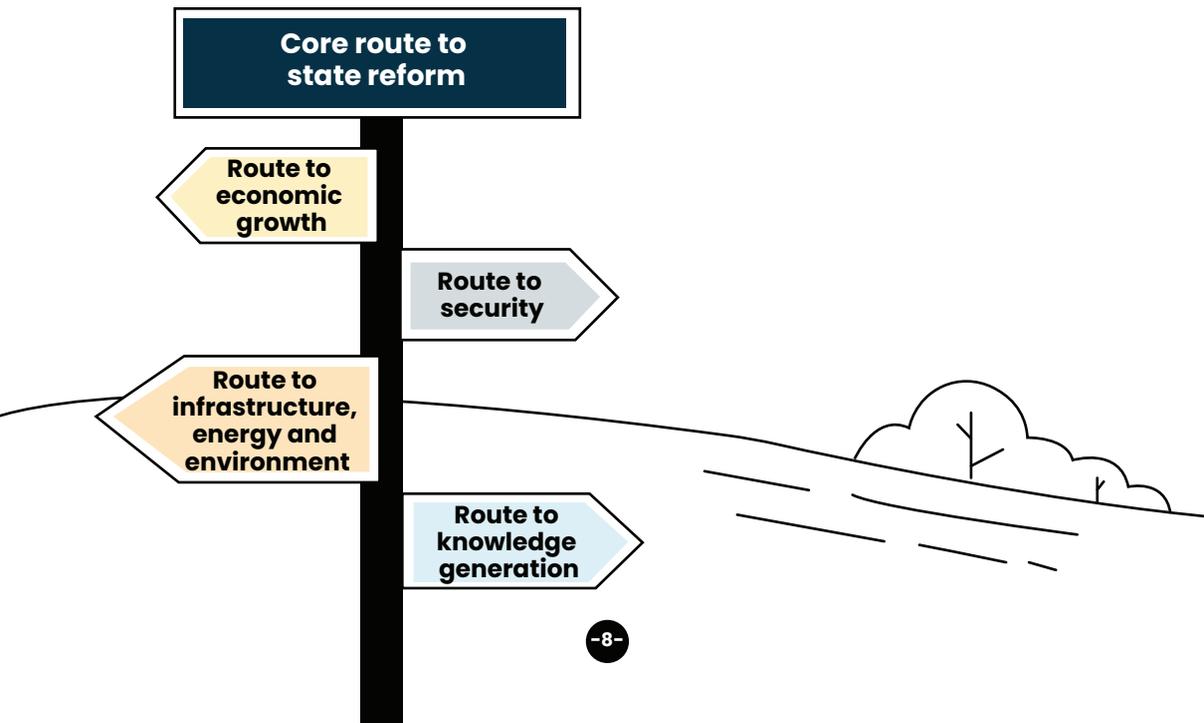
- 1 Core route to state reform** : a limited, efficient and results-oriented one. A state that controls the public spending to achieve Zero Deficit and focuses on the essentials: guaranteeing security, justice and clear rules.
- 2 Route to economic growth**: deregulation, simple and relevant rules and agile processes to move towards an environment of economic freedom and fiscal order, enabling resource generation and capital formation, thereby unleashing the potential of individuals and the country for value creation, wealth and opportunities.
- 3 Route to security**: a strategic, adaptive and sustained security policy to free individuals from violence and fear; regain control of the territory and restore peace to the country.
- 4 Route to infrastructure, energy and environment**: connectivity, a clear regulatory framework, investment, and the development of infrastructure and energy with environmental sustainability, under a market-based environmental approach, aimed at improving individuals' quality of life and driving the country's progress.
- 5 Route to knowledge generation**: a system that promotes free choice, educational autonomy, and competition to drive innovation, while generating useful, practical, and high-quality knowledge that unleashes individuals' potential and connects them with real learning opportunities, work, and progress.

These routes have the end goal of unleashing the potential of the individuals and the country: creating an environment where everyone has the conditions to develop their life project without fear or arbitrary restrictions; where talent and effort are rewarded.

L3P is not only a programmatic proposal: it is an integrated and articulated roadmap whose core is state reform . Without a limited, efficient and results-oriented state, it is not possible to achieve a safe country with economic growth, infrastructure quality or education.

L3P seeks to influence the design of public policies and regulatory reforms that can be adopted by those who aspire to govern starting in 2026. We want this vision, which is centered on individuals, freedom and state efficiency, to become a real input to build a government that recovers the institutional, technical and ethical sense of public management.

Carlos Augusto Chacón Monsalve
Executive director ICP





L3P Vision: a limited, efficient and results-oriented state, guaranteeing security, justice and clear rules, unleashing individuals' potential and enabling the country to create value, wealth and opportunities, thanks to the control of public spending through a zero deficit policy.

Main problem identified

An expensive and inefficient state that limits progress

As the size of the state grows, individuals face more obstacles, more taxes and fewer conditions to live freely, create value and build their future.

*Colombia faces an oversized, rigid, inefficient, poorly focused state, affected by corruption and perverse incentives. It has accumulated roles, created agencies and multiplied programs, while neglecting its essential duty: **to guarantee the conditions for individuals to live safely, to prosper, to learn and work in freedom.***

Despite the growth of public spending and intervention, results are deficient: services that do not work properly, justice that does not respond, education that does not transform, an economy that does not prosper. Bureaucracy, corruption and inefficiency block value creation, wealth and opportunities, while eroding trust in institutions.

Causes

These are some of the structural failures that affect the functioning of the state and end up limiting the progress of individuals and the country:

- » An excess of agencies and overlapping responsibilities that dilute accountability and undermine the efficiency of public management.
- » A costly, slow, and complex bureaucracy that hinders both public administration and the daily lives of individuals and businesses.
- » Growing and inefficient public spending, with priorities misaligned with individuals' real needs and a weak focus on results.
- » An institutional structure with perverse incentives and weak controls that limits the efficiency of public spending, undermines transparency, fuels corruption, and erodes public trust.
- » Disarticulation among branches and levels of government, which prevents coherent action focused on serving individuals.
- » Lack of legal certainty, with unstable rules and constant changes that make it difficult to invest, undertake or work freely.
- » An inefficient and slow justice system that does not guarantee law enforcement or resolves conflicts in a timely manner.
- » A state model that has expanded beyond the essentials, limiting freedoms and reducing the individuals' capacity to create value, wealth and opportunities.



L3P Proposes Core Route to state reform

A state reform so that it is limited, efficient and results-oriented.

A state that controls public spending to achieve **Zero Deficit** and focuses on the essentials: guaranteeing security, justice and clear rules.

This entails moving beyond the model of excessive state intervention, driven by uncontrolled and growing public spending, towards a more streamlined institutional framework that simplifies its structure and reduces its operational size, while being efficient, fiscally responsible, and results-oriented. This, in turn, ensures the conditions for individuals to live freely, work, start businesses, and create opportunities.



What does this transformation imply?

The conditions for a limited and efficient state to unleash the potential of individuals and the country.

Proposals

1 REDESIGN INSTITUTIONS SO THEY RESPOND TO THE INDIVIDUALS

- » Reform public management to make it results-oriented.
- » Reduce public spending through an expansive austerity policy, focused on measurable and verifiable results and impacts on individuals' quality of life.
- » Reorganize the state apparatus to eliminate unnecessary structures, avoid waste and achieve fiscal order through a zero-deficit policy.

2 TRANSFORM JUSTICE IN ORDER TO BE EFFICIENT AND WITHOUT PRIVILEGES

- » Ensure justice that is proportional to the social harm caused by crime and the level of risk and dangerousness.
- » Eliminate special regimes and review the privileges of judges and officials with legal immunity.
- » Guarantee access to justice across the entire territory with effectiveness criteria and establish sanctions for those who contribute to impunity.

3

RESTRUCTURE OVERSIGHT BODIES TO ENSURE EFFECTIVE MONITORING

- » Eliminate duplications and inefficient bureaucratic structures.
- » Strengthen technical capacity to identify, prevent and sanction structural inefficiency patterns in public spending.
- » Reinforce citizen social oversight as an alternative to the bureaucratic apparatus.
- » Ensure that oversight entities operate with autonomy, technical criteria and accountability.

4

MODERNIZE THE POLITICAL SYSTEM TO IMPROVE REPRESENTATION AND CITIZEN OVERSIGHT

- » Establish monitoring of elected officials' compliance with their programmatic vote commitments.
- » Prioritize open data to ensure access to information about administrative management and interests that affect the decision making of public officials and public servants.
- » Expand mechanisms for digital citizen consultation and participation.

5

DECENTRALIZE TO SOLVE AT A LOCAL LEVEL

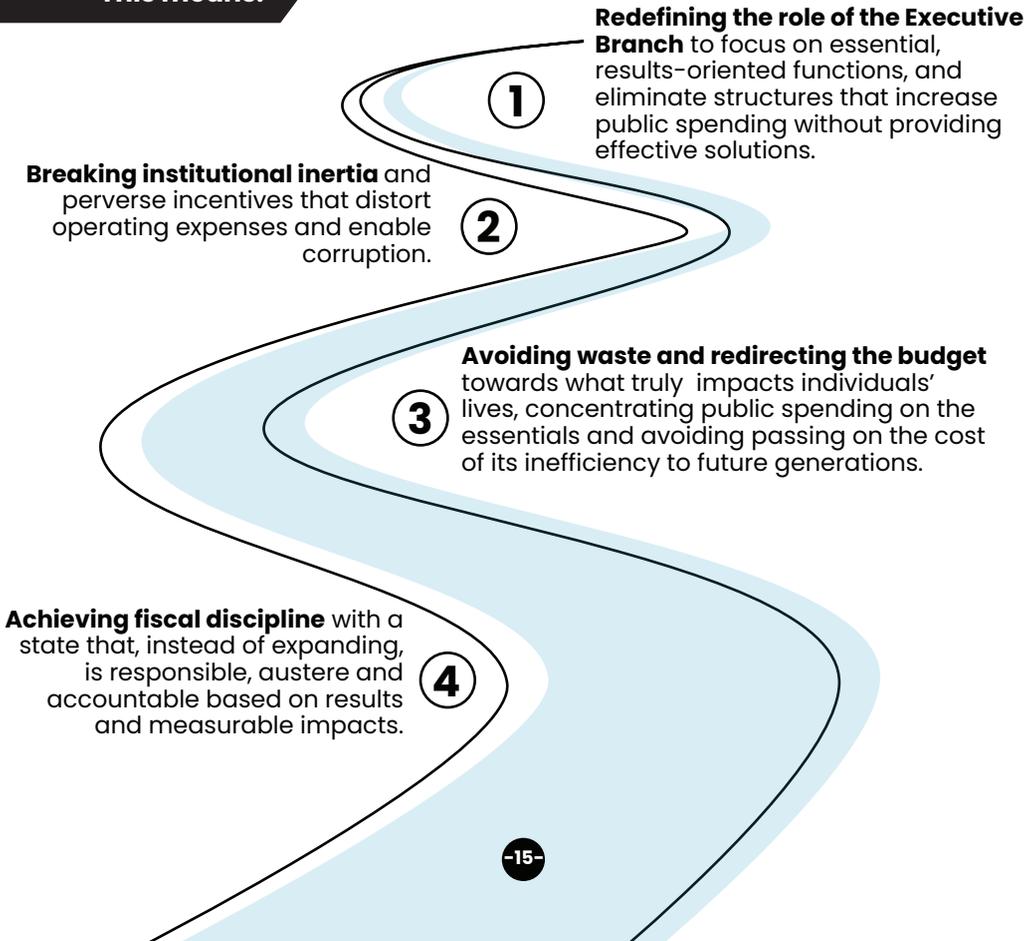
- » Strengthen territorial autonomy and reassign functions based on results.
- » Promote efficient and competitive public procurement with local oversight .
- » Transfer real powers and capacities to the territories with evaluation and monitoring mechanisms.

The ICP's transformative proposal

Reduce the size of the Executive Branch and reorganize its functions to achieve Zero Deficit.

A structural reform aimed at making the state apparatus leaner, more efficient and functional by eliminating, reducing or merging ministries, administrative departments, agencies attached or linked to ministries or supervisory agencies that do not have strategic justification or create direct value for individuals.

This means:





L3P vision: deregulation, simple and relevant rules, agile processes and fewer tax burdens to unleash resource generation and capital formation; thereby unlocking the potential of individuals and the country to create value, wealth, and opportunities.

Main problem identified

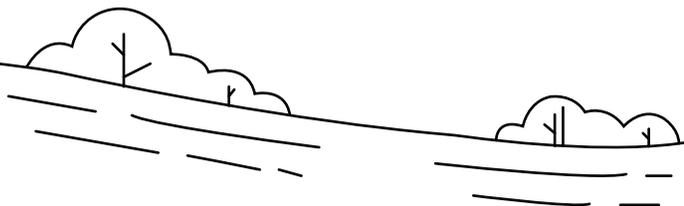


A country stuck in the short term

**When living only for the present
hinders growth and progress**

In Colombia, individuals live trapped in immediacy: they work only to solve day-to-day needs, without the conditions to plan their future, save or invest, with problems to formalize their companies and make them grow.

This affects their well-being and generates frustration, uncertainty and fear of losing the little they have. While individuals cannot move forward, the country loses opportunities, talent and the potential of its people.

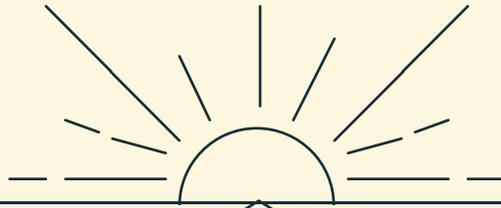




Causes

These are the obstacles that explain it:

- » Excessive regulations and bureaucracy that limit the potential of individuals to exercise entrepreneurship.
- » An environment that prevents individuals from formalizing, producing more, building capital, investing, undertaking, competing and improving their quality of life.
- » The lack of conditions to plan for the future, to generate resources to save or invest, forces individuals to live only to meet day-to-day needs.
- » The absence of productive means, savings, knowledge, technology and capabilities that would allow the generation of more resources.
- » High taxes that discourage saving, investment and formalization.
- » Legal uncertainty and weak protection of private property rights.
- » Rules and benefits designed for a few, which limit competition and hinder innovation.
- » A rigid labor market that obstructs formalization and employment generation.



L3P proposes Route to economic growth

Deregulation, simple and relevant rules, agile processes and lighter burdens to create value, generate resources, capital formation and unleash the potential of individuals and the country.

This requires leaving behind the practices and policies that have turned the economic sphere into a terrain of intervention, bureaucratic barriers, regulations, controls, privileges, and high taxes to finance inefficient and deficit-ridden spending, thereby moving towards an environment of economic freedom and fiscal order.



What does this transformation imply?

The conditions to create value, wealth and opportunities.

Proposals

1 PROTECT PRIVATE PROPERTY RIGHTS

- » Simplify and massively formalize private ownership of housing, land and businesses.
- » Reduce procedures and costs to register assets and build capital.
- » Guarantee legal certainty over private property.
- » Implement efficient mechanisms to resolve contractual and property disputes.

2 FOSTER AN ENVIRONMENT OF FREEDOM TO COMPETE AND CREATE VALUE

- » Eliminate regulatory barriers, price controls and privileges.
- » Promote stable rules that enable investment and innovation.
- » Promote reforms in favor of free competition in strategic sectors.



3

REDUCE BARRIERS TO EMPLOYMENT FORMALIZATION

- » Make the labor market more flexible and allow different forms of hiring to achieve higher levels of formalization.
- » Design a social security contribution system that is simple, portable and proportional.

4

ENSURE MONETARY STABILITY AND GREATER INDEPENDENCE OF THE COLOMBIAN CENTRAL BANK

- » Guarantee currency stability and protect individuals' purchasing power.
- » Establish clear rules to limit the level of intervention of the Colombian Central Bank with the sole purpose of preserving the value of the Colombian peso.
- » Impose stricter limits to avoid exceeding the inflation target by 2 percentage points.

The ICP's transformative proposal

Deregulation

Simplify, streamline and eliminate procedures, bureaucratic, regulatory and tax barriers that currently restrict formalization, investment and growth; in order to unleash market processes and facilitate value creation.

This deregulation is enabled by the zero-deficit policy defined in the state Reform Route, which allows for the reduction of tax burdens, the elimination of privileges, and the unleashing of the economic growth potential of individuals and the country.

This means:

More freedom for those who produce: a simple, neutral and transparent tax system that does not punish the effort or growth of individuals and companies.

An environment free of unnecessary obstacles: regulatory simplification that eliminates redundant procedures, arbitrary requirements and costly processes, so that individuals can undertake, formalize, invest and grow without depending on the permission or discretion of the state.

1

2

3

More confidence to invest and plan: fiscal balance as the foundation to attract private investment, boost productivity and provide long-term stability.

Fewer obstacles to growth: reduction of taxes that limit capital formation and eliminate barriers to business formalization and expansion.

4

5

An end to privileges and inefficient spending: elimination of poorly designed tax benefits and subsidies that distort the system and favor few individuals.



L3P vision: security to free individuals from violence and fear; restore safety to the country, and regain control of the territory.

Main problem identified

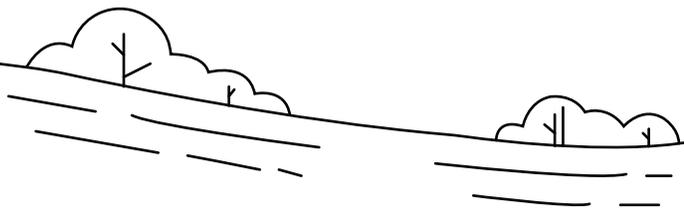


A country threatened by violence

Insecurity prevents individuals from being free, growing and living in peace.

In Colombia, millions live in fear of going out, moving around, undertaking or denouncing. This fear is not abstract: it is the result of criminal networks that control daily life in neighborhoods, rural areas and entire regions.

Organized violence threatens life, liberty and property. This fear holds individuals back, limits their progress and, as a result, deprives the country of stability, trust, investment, and opportunities.

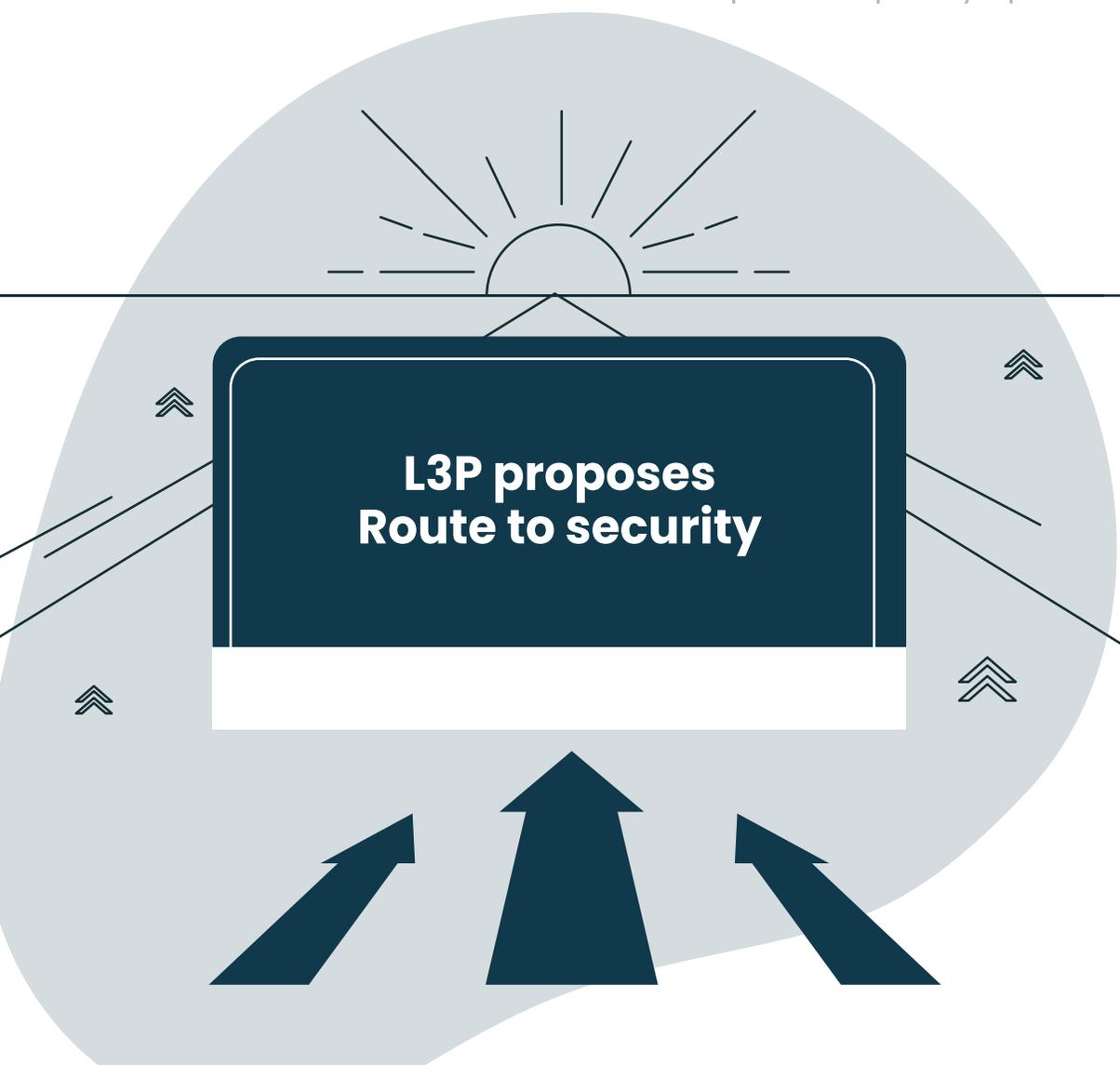




Causes

These are the threats that today affect individuals' lives and restrict the country's progress:

- » Organized crime controls territories and communities, imposing fear and illegal rules, and is strengthened by illicit economies that finance its networks.
- » The state has lost presence, legitimacy and effective control in many regions of the country.
- » Security policy lacks a comprehensive approach that adapts to the dynamics of criminal phenomena.
- » Justice is slow, ineffective and unable to truly confront organized crime.
- » Security and justice institutions lack technical, technological and financial capacities to face crime sophistication and asymmetric and hybrid threats.
- » The Public Force operates under legal uncertainty, unclear rules for conducting operations and limitations that affect its legitimate ability to act against organized crime.
- » The state has failed to adapt to the new environment, characterized by the convergence of criminal networks and illicit economies that operate as complex adaptive systems.
- » Crime advances by taking advantage of state weakness, corruption, impunity and the lack of sustained strategies.



L3P proposes Route to security

A strategic, adaptive and sustained security policy to free individuals from violence and fear, regain control of the territory and restore public trust and legitimacy and bring back safety to the country.

This requires moving beyond a reactive approach and building real state capacities to effectively confront crime, strengthen justice and ensure that individuals live free and without fear.

What does this transformation imply?

The right conditions to guarantee security throughout the entire territory.

Proposals

1 DEFINE A MODERN SECURITY DOCTRINE THAT SERVES INDIVIDUALS

A preventive, strategic and risk management approach, focused on protecting life, liberty and property.

- » Implement strategies to confront organized crime networks as Complex Adaptive Systems.
- » Regain legitimate control of the territory, manage risk and prevent violence.

2 STRENGTHEN STRATEGIC PLANNING AND CAPABILITIES

Security and justice institutions with sustained investment, professionalization, technology and intelligence adapted to the criminal dynamics.

- » Strengthen multidomain operational, technological and financial capabilities.
- » Prioritize a capabilities-based planning model and overcome the structural investment limitations in the Defense Sector.

3 CREATE AN INTERMEDIATE FORCE

Attached to the Ministry of Defense, as a police body with military doctrine, equipped with operational, tactical, technological and intelligence capabilities. Its purpose will be to respond in a specialized, adaptive and effective manner to asymmetric and hybrid threats, confront organized crime networks that operate as complex adaptive systems and dismantle the illicit economies that finance them.

- » Operate in high-risk areas and strategic corridors to guarantee sovereignty and territorial control.
- » Establish interagency coordination with the Police and Armed Forces to dismantle criminal groups and illicit economies.
- » Strengthen professionalization and specialization, multi-domain capabilities and adaptive and precision operations.

4

GUARANTEEING LEGAL CERTAINTY AND SUPPORT FOR THE SECURITY FORCES

Clear rules and institutional support to guarantee their legitimate and effective action.

- » Establish clear legal conditions, reform the operational law and the Military Criminal Justice.
- » Set clear operational rules to act against crime.
- » Restore public trust and the morale of the Public Force.

5

CRIMINAL JUSTICE REFORM

A criminal justice system that breaks the cycle of impunity and responds effectively to organized crime.

- » Modernize criminal procedures.
- » Improve access, timeliness, and outcomes of justice.
- » Align security, justice and intelligence with criminal, prison and penitentiary policies.

The ICP's transformative proposal

A National Urban Security System

To align responsibilities and capacities across all levels of government, ensure sufficient and sustainable resources, strengthen local justice and build territorial intelligence with robust information systems, under a coordinated model that overcomes fragmented reactions, manages risks and structurally addresses the root causes of urban insecurity.

Recognizing the strategic importance of urban centers is key. Cities are facing the consequences of the expansion of criminal networks and illicit economies, which take advantage of impunity, lack of investment and capacities, institutional weakness and the absence of territorial intelligence to consolidate mechanisms of criminal governance.

This means:

Establishing structural financing mechanisms with stable resources proportional to the assigned responsibilities.

Strengthening territorial intelligence through local criminal analysis units, timely access to interoperable data and the use of innovative sources to anticipate and prevent crime in a targeted way.

1 Redefining local powers: granting governors and mayors real command over police operations in their territories, overcoming the current merely symbolic subordination.

2

3 Consolidating effective governance through regional and metropolitan coordination mechanisms with real decision-making power, eliminating ineffective committees and bodies.

3

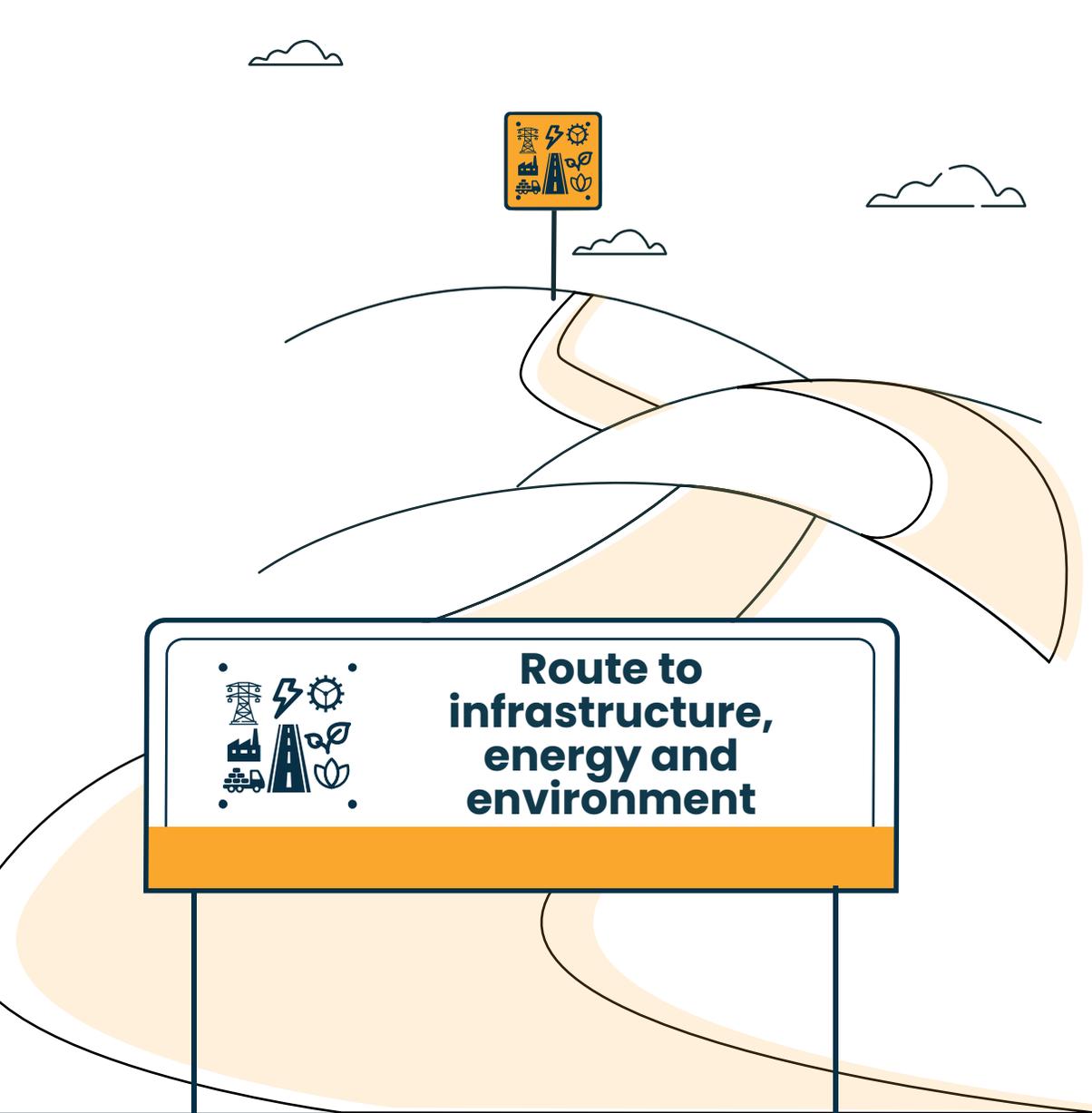
Implement a shock plan against impunity and prison overcrowding that includes:

4

5

- Judicial backlog and the determination of the legal status of individuals held in Temporary Detention Centers.

- Invertir en el funcionamiento de los sistemas locales de justicia y fortalecer los mecanismos alternativos de resolución de conflictos, para evitar que escalen al sistema penal.



L3P vision: connectivity, an environment of clear rules, investment and development of infrastructure and energy with environmental sustainability, under an approach of market environmentalism, to improve individuals' quality of life and boost the country's progress.



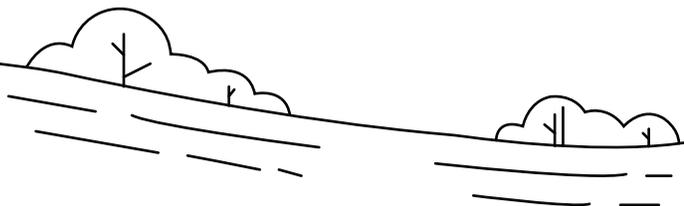
Main problem identified

Uncertainty and lack of guarantees **holding back progress**

Instability and changing rules limit investment, development, and opportunities.

In Colombia, arbitrary state intervention, lack of clear rules and changing political decisions have discouraged private investment and weakened property rights: suspended or blocked projects, delayed processes, revoked licenses and regulations that change depending on the government.

And while everything stalls, costs rise, regions isolate and millions of individuals face greater difficulties accessing basic services, moving around, starting businesses or living under dignified conditions.

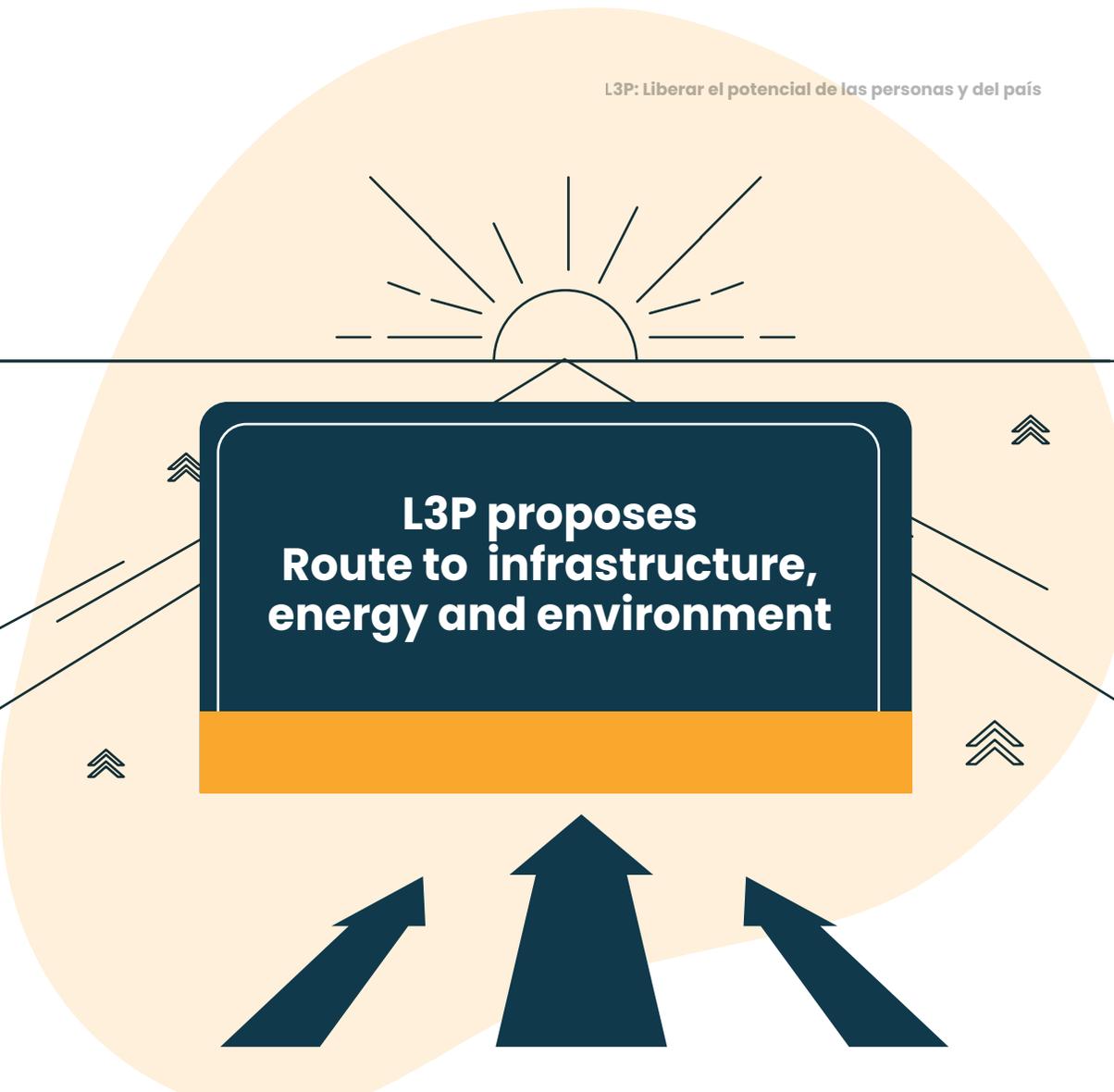




Causes

What prevents individuals from accessing basic services, connecting and living better:

- » Constant changes in regulations, licenses, permits, and processes that do not follow technical criteria create legal uncertainty, hinder projects, and increase costs and delays in construction.
- » Risk of blackouts and energy security problems due to lack of sustained investment, price controls and politicization of decision-making institutions.
- » Weak institutions that coordinate and execute long-term projects.
- » Low execution of royalties, with little impact on individuals' living conditions.
- » The stagnation of hydrocarbon exploration and production has deteriorated the country's energy self-sufficiency, generated uncertainty about future supply and weakened fiscal sustainability.
- » The stigmatization of technologies such as fracking prevents technical evaluations based on scientific data that could responsibly diversify the energy matrix.



**L3P proposes
Route to infrastructure,
energy and environment**

Establish clear rules and a stable environment to foster investment, develop infrastructure and energy with environmental sustainability criteria, under a market environmentalism approach. Continue the exploration and production of strategic resources to improve the quality of life, connect the country and create opportunities for progress.

This requires moving beyond a model where the state decisions change depending on the government; strategic projects are stalled and limit the country's progress.

What does this transformation imply?

The conditions to connect the country, secure reliable energy and improve individuals' quality of life.

Proposals

1

ESTABLISH CLEAR, TECHNICAL AND STABLE RULES

A predictable regulatory framework, based on technical criteria and respect for acquired rights.

- »» Guarantees and legal certainty for the mining, energy, gas, road infrastructure sectors, for the development of new markets, as well as private projects for greenhouse gas emissions offsetting.
- »» Respect for private property rights, contracts and project continuity.
- »» Promote a coherent and non-restrictive environmental regulation that guarantees legal certainty and stability for sustainable investments.

2

STREAMLINE PROCEDURES AND CUT RED TAPE

Unify criteria, deadlines and requirements for licenses, permits and prior consultations.

- »» Modify procedures to make them predictable and time-bound.
- »» Avoid arbitrary blockages .
- »» Facilitate private investment for multimodal transportation by eliminating legal restrictions that limit it.

3

STRENGTHEN TECHNICAL AND MANAGEMENT CAPACITIES

Agile institutions with the articulation capacity to eliminate the administrative barriers that affect the execution of strategic projects.

- »» Coordination between public and private actors.
- »» One-stop shop for licenses, permits and consultations.
- »» Time reduction for critical procedures (energy connections, mining legalization, environmental licenses).
- »» File digitalization and process traceability.

4

CREATE THE CITIZEN CAPITALIZATION FUND (FCC)

A technical, transparent, and sustainable investment mechanism that transforms royalty revenues from the exploitation of natural resources into real savings on behalf of each individual.

The FCC will ensure that every Colombian receives a share of these resources, as their rightful owner, replacing the current politically driven model of royalty management with a people-centered system that promotes savings, territorial development, and a new relationship with the State—based on responsibility, transparency, and respect for what belongs to all.

- »» Ensure continuity in contracts and processes for the exploration and production of hydrocarbons and mining-energy resources, including fracking, as a condition to secure future revenues, fiscal sustainability, and energy security.
- »» Separate royalty resources from political management and allocate them to investment, savings, and value creation for individuals.
- »» Promote financial inclusion, intergenerational savings, and individual participation in the management of natural resources.
- »» Establish a system of monitoring, control, and evaluation to ensure that resources effectively improve the living conditions of individuals and territories.

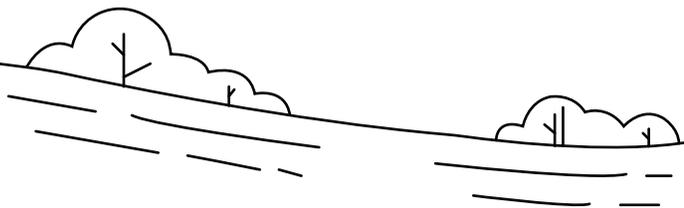


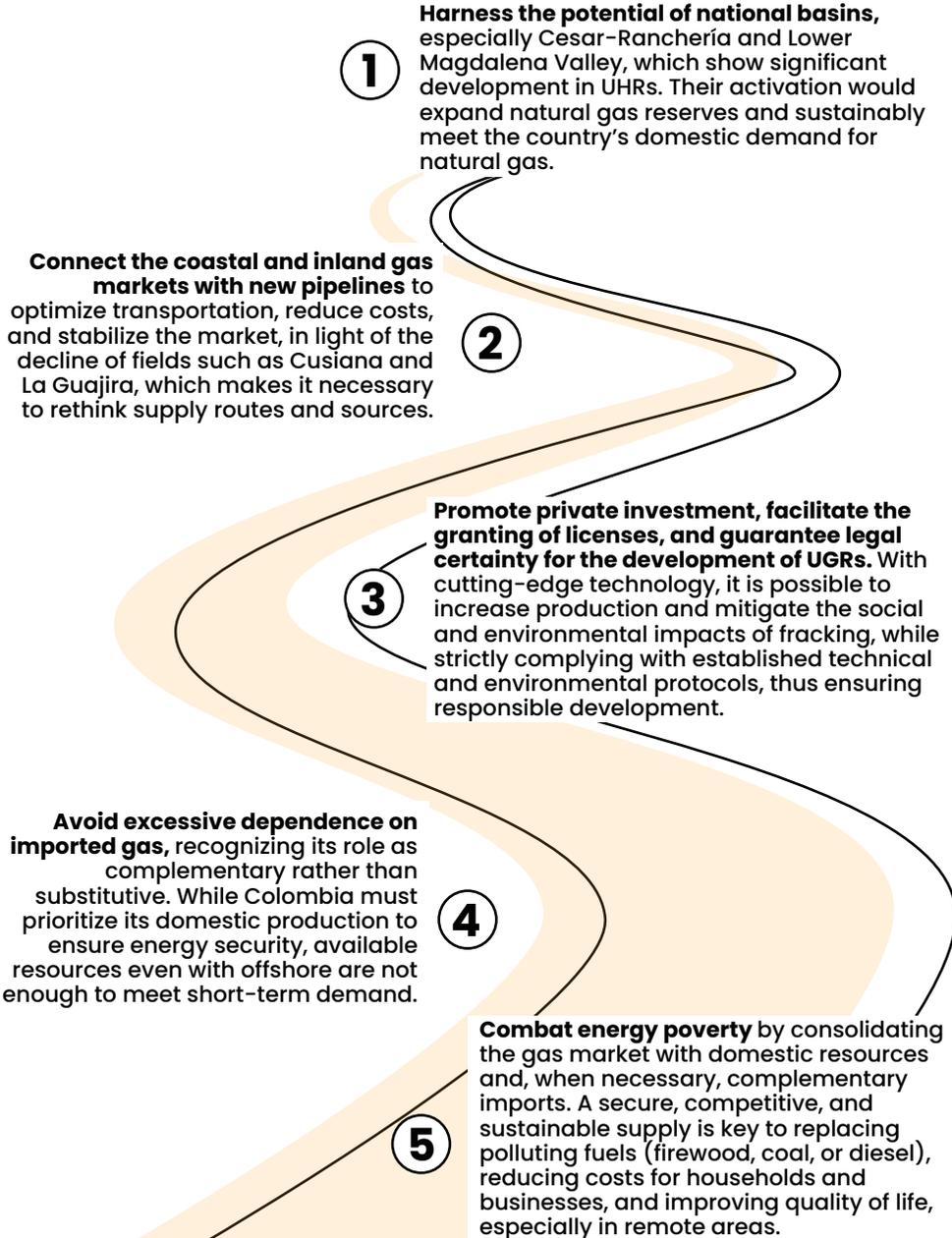
The ICP's Transformative Proposal

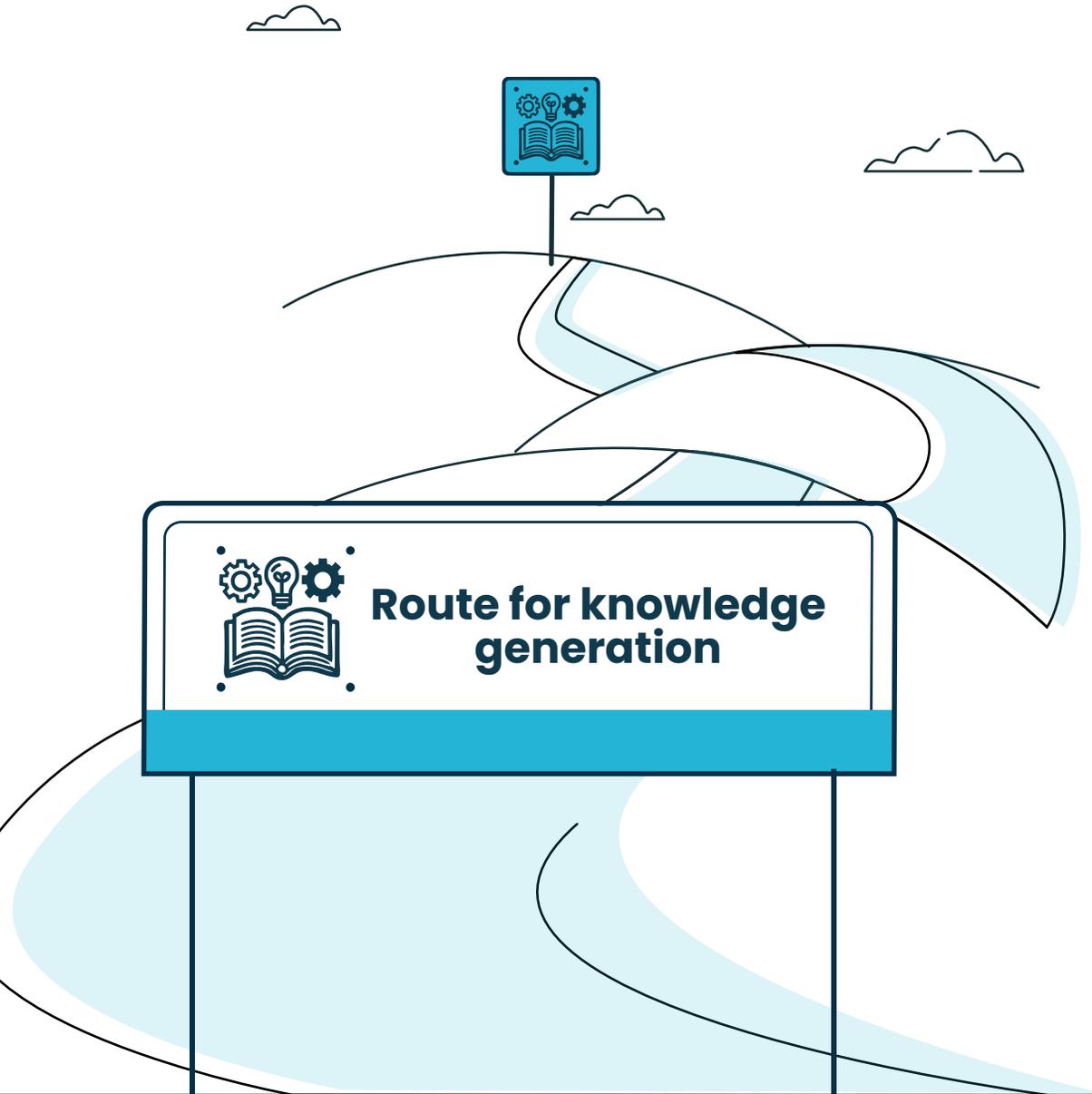
Advance the development of fracking

Explore and develop Unconventional Hydrocarbon Reservoirs (UHRs) through fracking techniques, in order to integrate these resources into the energy matrix and ensure energy supply while Colombia advances responsibly in its transition toward renewable energies.

UHRs may hold greater potential than the conventional reservoirs that have been developed in the country for more than a decade. Their use requires specialized techniques such as fracking, already applied in countries like Argentina and the U.S., where innovations have made it possible to adequately manage associated risks. UHRs are a strategic source that provides energy security and self-sufficiency, in addition to key revenues from royalties and taxes.




This means:




L3P vision: a system that promotes free choice, educational autonomy and competence to drive innovation and generate useful, practical and quality knowledge, unlocking the individuals' potential and connecting them with real learning opportunities, work and progress.

Main problem identified

A controlled, rigid and disconnected system from individuals potential

Excessive state intervention and lack of choice have blocked learning, limited skills development and disconnected education from real life.

In Colombia, the education system remains trapped in a statist and rigid vision. The state concentrates provision, defines curricula, and blocks new learning models, which results in low flexibility, limited offerings, and inefficient allocation of public resources by subsidizing supply rather than demand.

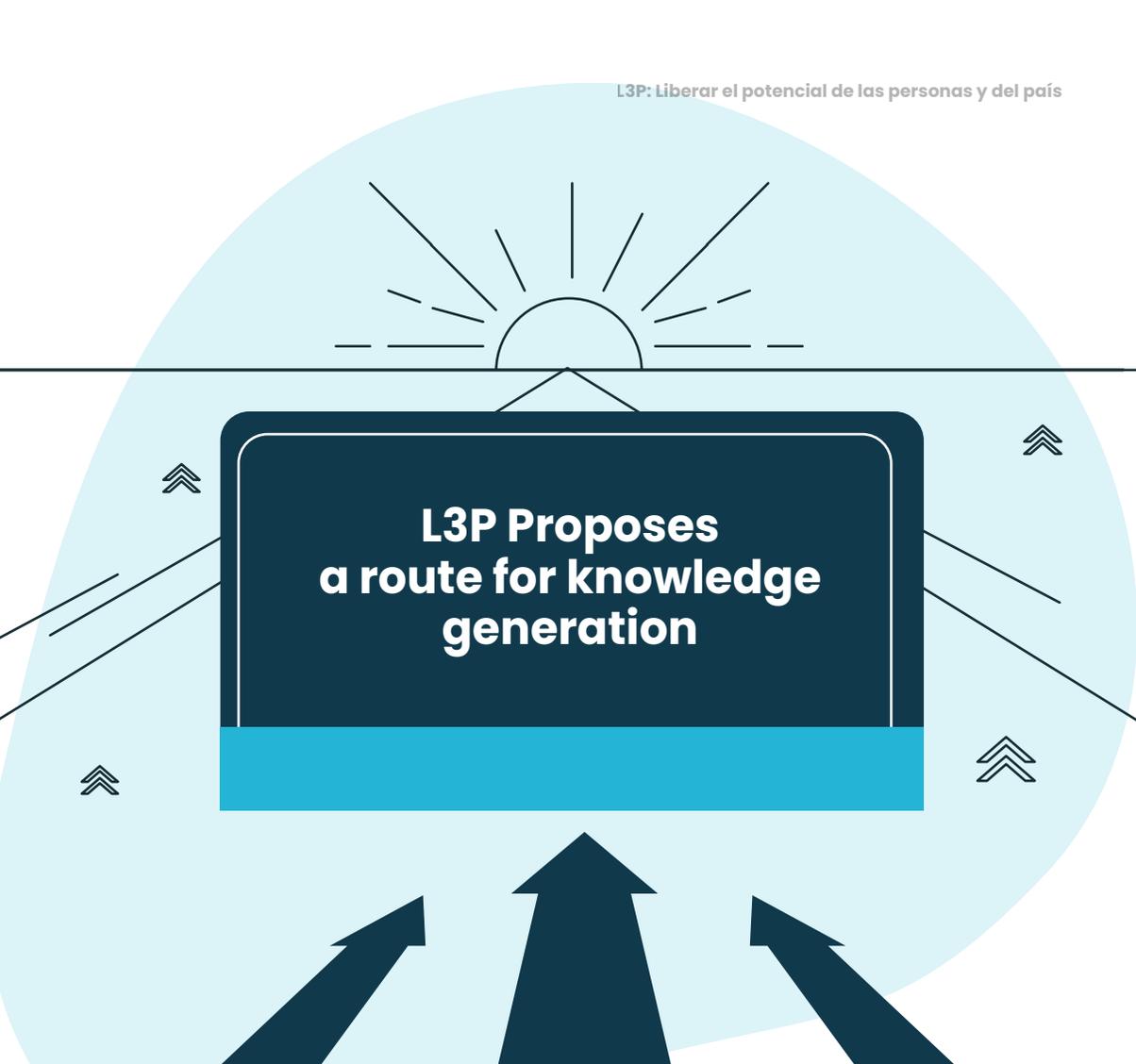
Access has been prioritized, but not results. Learning is disconnected from life, work and skills development. Science and innovation are trapped in centralized and slow structures, lacking articulation with education and connection to the country's needs.



Causes

These are some of the failures that slow down learning, block innovation and disconnect knowledge from real opportunities:

- » A centralized and rigid system, controlled by the state, that imposes single models, limits free choice and competition, and restricts the entry of new methodologies, technologies, and actors.
- » Misallocated public resources, with low efficiency and no focus on quality, expanding options or learning outcomes. This results from interest groups that benefit from a model subsidizing public educational institutions rather than students.
- » Disconnected educational trajectories, without articulation between levels or formative continuity, which prevents useful learning processes adapted to real life.
- » Standardized curricula, outdated and far from the skills demanded by real life, work and innovation.
- » Schools with no autonomy, teachers without adequate training or incentives, and a system that neither fosters improvement nor evaluates based on results.
- » Limited supply of alternative educational models, such as homeschooling, hybrid or virtual education, which respond to different realities.
- » A science and technology system disconnected from education and the productive sector, which does not transform knowledge into innovation and progress.



L3P Proposes a route for knowledge generation

An open, free and flexible knowledge system, where individuals can learn, choose and grow, and the country converts learning into innovation, productivity and progress.

This implies redefining the state role, shifting from being the sole provider to becoming a technical facilitator of actors within the educational and scientific ecosystem. Its role should be to establish minimum standards, ensure clear rules, and allocate resources based on results under a demand-driven funding model.



What does this transformation imply?

Conditions to learn with freedom, generate useful knowledge and connect talent with the country's progress.

Proposals

1

EXPAND EDUCATION OFFERS AND IDENTIFY NEW MODELS

- » To flexibilize regulations to allow innovative, personalized, and alternative approaches that favor free choice.
- » To legally recognize models such as hybrid, virtual, homeschooling or module-based education offered by different national and/or international institutions.
- » To guarantee the autonomy of educational institutions to define curricula, methodologies, and administrative management.

2

TRANSFORM THE STATE ROLE IN THE EDUCATIONAL SYSTEM

- » Reorganize its functions by focusing the education system on minimum quality standards and results-based evaluation.
- » Overcome state-driven planning and the imposition of knowledge areas subject to political agendas. Research should be guided by demand, impact, and relevance, rather than by government decrees or short-term priorities.
- » Articulate the different actors of the educational, scientific and productive ecosystem based on results.

3

STRENGTHEN THE TECHNICAL AND COMPETENCY-BASED TRAINING

- » Allow multiple actors and free competition in the job training, with quality standards, impact and relevance.
- » Enable flexible, modular technical pathways recognized by skills.
- » Develop schemes that connect learning to employability and productivity.

4

IMPLEMENT AN OPEN CERTIFICATION AND TRAINING SYSTEM

- » Validate skills and knowledge acquired through different ways, without bureaucratic rigidities.
- » Establish a flexible, transparent and results-based certification system.
- » Recognize alternative credentials that respond to work and technology environments.

The ICP's transformative proposal

Education voucher. Finance demand to expand freedom of choice and improve quality.

A structural reform that allows public resources to follow individuals, promoting a diverse, evaluated, and competitive educational offer.

This means:

1

Deliver resources directly to individuals so that they have the possibility to access various institutions, from any modality or approach.

2

Evaluate the impact on learning, employability and continuity of training as a basis for funding.

3

Promote competition among providers as a driver of quality, relevance and innovation.



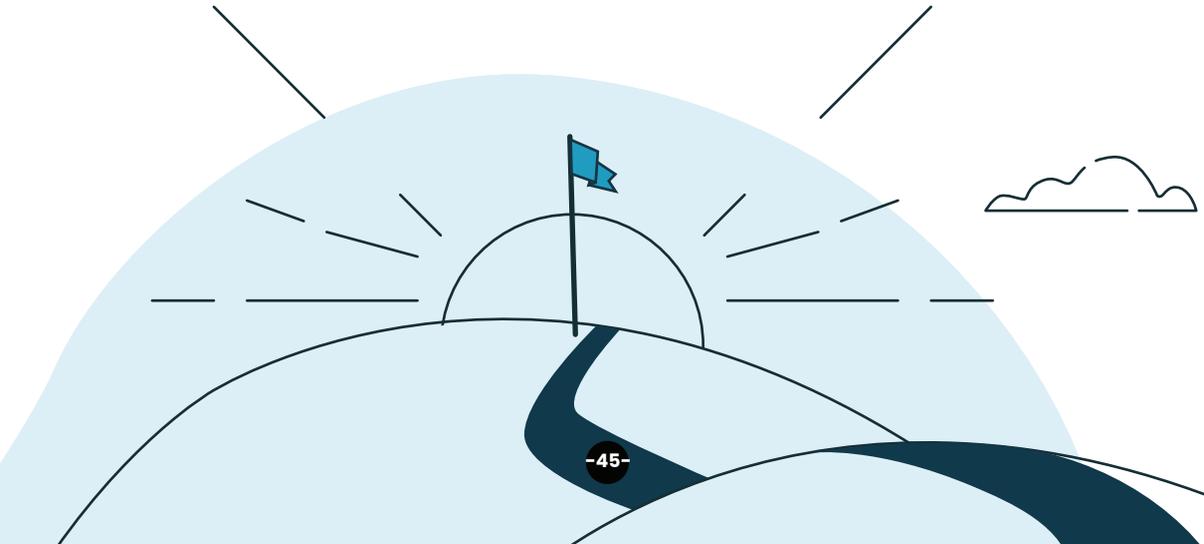
Liberar el **potencial** de
las **personas** y del **país**

L3P proposes a **country where individuals live without fear, work in freedom, and build their future without obstacles.**

A setting with clear rules, services that truly work, and real opportunities to grow.

It is a vision of progress that starts with the basics: the state that does its part, so society can do the rest.

With this roadmap, the ICP sets the country's thinking. It is an open invitation to take ownership of these ideas, share them and demand them. Because transforming Colombia is not the task of a few, but the endeavor of a society that chooses to unleash its full potential.





Welcome to

L3P

Liberar el **potencial** de las **personas** y del **país**

LIVE WITHOUT FEAR

CREATE BUSINESSES AND ADVANCE

HAVE A JUSTICE SYSTEM THAT WORKS

CHOOSE THEIR EDUCATION FREELY

COUNT ON SAFE ENERGY AND INFRASTRUCTURE

HERE INDIVIDUALS CAN

WORK WITHOUT PUNISHING TAXES

COUNT ON A STATE THAT FOCUSES ON THE ESSENTIALS

REACH KNOWLEDGE FOR PROGRESS

HAVE CLEAR EQUAL RULES FOR EVERYONE

HAVE PUBLIC SPENDING DIRECTED TOWARDS RESULTS



An initiative of

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