

Request for Proposal

Advancing Legal and Institutional Reform for the Effective Implementation of Alternatives to Imprisonment

I. Background

1.1. About the Australia-Indonesia Partnership for Justice 3 (AIPJ3) Program

Australia and Indonesia have been long-standing partners in the justice sector, with decades of bilateral cooperation. AIPJ3 builds on the success of AIPJ2 (2017-2025). AIPJ3 is designed in alignment with Indonesia's National Long-Term Development Plan (RPJPN 2025-2045), National Medium-Term Development Plan (RPJMN 2025-2029), and the Australia-Indonesia Development Partnership Plan 2024-2028. AIPJ3 aims to strengthen legal and security institutions, uphold the rule of law, and promote stability and prosperity in Indonesia and the region.

AIPJ3 is projected for five years until May 2030 and is managed by the Managing Contractor (DT Global), which will develop flexible and innovative solutions and strategies to enable rapid responses to emerging needs and opportunities.

AIPJ3 has the following End of Program Outcomes (EOPOs) by 2030:

1. Justice institutions develop and implement policies, plans, budgets, and practices that advance the rule of law and economic development in the priority areas of accountability and transparency, criminal and commercial law reform.
2. Justice institutions and partners implement and adapt policies, plans, budgets, and practices that contribute to preventing violent extremism and addressing transnational crime.
3. Justice institutions develop and implement policies, plans, budgets, and practices that advance equal access to justice for women, children, and people with disabilities.
4. Government of Indonesia, Government of Australia and non-government organisations deepen partnerships in the justice and security sectors for mutual benefit.

AIPJ3 targets nine Intermediate Outcomes (IOs):

1. Government of Indonesia justice institutions demonstrate improved accountability and transparency.
2. Government of Indonesia agencies adopt integrated criminal justice reforms that reduce prison overcrowding.
3. Government of Indonesia agencies reform policies and regulations to reduce legal constraints to the investment climate.
4. Government of Indonesia and non-government partners identify and promote climate change in legal reform.
5. Government of Indonesia, civil society organisations, and community stakeholders' capacity and collaboration for preventing violent extremism is strengthened.
6. Government of Indonesia and Government of Australia agencies cooperate to address transnational crime in the region.

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7. Government of Indonesia justice institutions respond to systemic challenges facing women, children and people with disabilities.
8. Women in justice institutions have more opportunities for leadership and agency in policy and decision making.
9. Government of Indonesia, Government of Australia, and non-government organisations work collaboratively on agreed reform priorities.

AIPJ3 focuses on **seven policy priorities** that are important to both countries:

1. Accountability and Transparency in Justice Institutions
2. Criminal Justice Reform
3. Preventing Violent Extremism
4. Addressing Transnational Crime
5. Commercial Law
6. Access to Justice
7. Women in Leadership

Potential working locations for national partners include Aceh, South Sulawesi, Central Java, West Java, East Nusa Tenggara, and other areas. Local partners will focus on working in Yogyakarta or South Sulawesi.

AIPJ3's current key partners include:

- Government of Indonesia: Supreme Court, Attorney General's Office, Ministry of Law, Ministry of Immigration and Correctional Affairs, Indonesian National Police, National Counter-Terrorism Agency (BNPT), National Narcotics Agency (BNN), Judicial Commission, Coordinating Ministry for Law, Human Rights, Immigration, and Corrections, subnational governments, and other agencies;
- Government of Australia: Federal Court of Australia, Federal Circuit and Family Court of Australia, Australian Federal Police, Australian Border Force, and Australian Department of Home Affairs; and
- Non-government: civil society organisations, universities, and the private sector.

1.2. **Criminal Justice Reform (CJR) Strategy**

AIPJ3 aims to strengthen Indonesia's criminal justice system by supporting regulatory, institutional, and behavioural reforms that advance transparency, accountability, and access to justice. The enactment of the Criminal Code (KUHP 2023), Criminal Procedure Code (KUHP 2025), Law on Sexual Violence Crimes (UU TPKS), and Corrections Law 2022 represents important milestones in Indonesia's legal development that require significant changes within the criminal justice system. However, the justice system continues to be characterised by punitive approaches, systemic over-criminalisation, limited accountability, and overreliance on imprisonment, which discriminate against poor communities and contribute to chronic prison overcrowding. Vulnerable groups—including women, children, and people with disabilities, experience disproportionate adverse impacts across justice

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pathways, facing procedural discrimination, limited legal assistance, and institutional bias.

AIPJ3's Criminal Justice Reform (CJR) Engagement Strategy is designed to address these issues by advancing a more restorative and rehabilitative approach to criminal justice. AIPJ3 builds on lessons learned from AIPJ2, which emphasised the importance of collaborative policy change, leadership commitment, multi-level engagement, adaptive programming, and evidence-based pilots. In AIPJ3, these lessons are carried forward through three strategies:

- 1) Advancing regulatory and institutional reforms to promote non-custodial measures;
- 2) Strengthening civil society engagement across macro, mezzo, and micro levels to advance criminal justice reform;
- 3) Building institutional and human capacity to implement alternatives to imprisonment approach.

The integration of Gender, Disability and Social Inclusion (GEDSI) approaches is critical to the CJR strategy, ensuring that reforms address gender bias, disability exclusion, and the marginalisation of vulnerable communities across the legal process.

Through this integrated engagement strategy, AIPJ3 seeks to accelerate systemic and sustainable criminal justice reform to reduce prison overcrowding, strengthen law enforcement institutions, and ensure a justice system that is fairer, more humane, and more inclusive for all Indonesians.

1.3. Role of The Asia Foundation

Within the implementation framework of the AIPJ3 program, The Asia Foundation (TAF) serves as a strategic partner specifically responsible for managing program activities under the CJR strategic pillar, contributing to EOPOs 1, 3, and 4 and supporting the achievement of IOs 1, 2, 7, 8, and 9.

II. Partnership Objectives

2.1. General Objective

The general objective of AIPJ3's partnership with civil society organisations through this request for proposals is to strengthen the role of civil society organisations in supporting justice institutions to adopt policies, plans, budgets, and practices that uphold the rule of law and economic development through criminal justice reform.

2.2. Specific Objectives

AIPJ3 seeks to identify and provide grants to four (4) civil society organisations, consisting of three (3) organisations working at the national level and one (1)

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organisation working at the subnational level, to advance integrated criminal justice approaches in addressing prison overcrowding and over-criminalisation. Civil society organisations will collaborate with AIPJ3 government partners to implement the activity components described in section 3.1.

AIPJ3 emphasises the importance of collaborative policy change, leadership commitment, multi-level engagement, adaptive programming, and evidence-based pilots implemented through the CJR strategy described in section 1.2.

III. Scope of Work

3.1. **Activity Components, Outputs, and Relevant Government Partners**

Each civil society organisation submitting a proposal may choose to work on one of the Activity Components below. Submitted proposals must state the selected Activity Component and implement all activities included under that component. Each Activity Component will be carried out by one selected partner, resulting in four selected partners to implement the respective Activity Components. Prospective partners may submit more than one proposal for different Activity Components.

AIPJ3 encourages collaboration between civil society organisations and universities or professional associations.

Activity Component A (National Scope)

No	Activities	Deliverables	Ministry/Agency Partner
1	Development and dissemination of internal guidelines or technical policies within the Supreme Court to guide the application of non-custodial measures	Final draft of internal guidelines or technical policies related to the application of non-custodial measures developed and disseminated	Supreme Court
2	Policy dialogue on corrections reform, including the application of anti-torture mechanisms	Policy recommendation document	Ministry of Immigration and Correctional Affairs
3	Training and mentoring (through a peer-learning approach) on technical understanding and implementation of the 2023	Training report using a structured experiential learning method for Parole and Probation officers (PK BAPAS)	Ministry of Immigration and Correctional Affairs

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	Criminal Code and the 2025 Criminal Procedure Code		
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Activity Component B (National Scope)

No	Activities	Outputs	Ministry/Agency Partner
1	Preparation of internal guidelines or technical policies within the Attorney General's Office to guide the application of non-custodial measures, such as the development, revision, and dissemination of Criminal Case Handling Procedures (Revision of KEPJA 249/2020)	Final draft of the Attorney General's Office internal guidelines or technical policies (Revision of KEPJA 249/2020) developed and disseminated	Attorney General's Office
2	Preparation of internal guidelines or technical policies within the Directorate General of Corrections (Ditjenpas) to guide the application of non-custodial measures, including development and implementation of operational support for the Corrections Law (Draft Government Regulation/RPP and reconstruction of probation supervision in accordance with KUHAP)	Draft Government Regulation (RPP) on the Implementation of Corrections Functions, Cooperation, and Community Participation developed and disseminated	Ministry of Immigration and Correctional Affairs
3	Preparation of guidelines for restorative justice mechanisms within Ditjenpas service standards	Draft Ministerial Regulation of Immigration and Correctional Affairs on Restorative Justice Mechanisms and Standard Operating Procedures developed and disseminated	Ministry of Immigration and Correctional Affairs
4	Development of risk assessment instruments and procedural safeguards to guide	Risk assessment instruments and procedural safeguards	Attorney General's Office

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No	Activities	Outputs	Ministry/Agency Partner
	decisions on arrest, detention, and sentencing	piloted and refined as needed	
5	Training for BAPAS officers on case management, case plan management, risk management, and restorative justice facilitation	<ul style="list-style-type: none"> - Systemic framework recommendation document designed to ensure continuity between court sentencing processes and guidance and social reintegration processes - Training on reconstructing the methodology for preparing social inquiry reports (Litmas), measurement tools, and data presentation formats - Report on the implementation of Litmas preparation 	Ministry of Immigration and Correctional Affairs

Activity Component C (National Scope)

No	Activities	Outputs	Ministry/Agency Partner
1	Development of a framework and regulatory guidelines to strengthen the legal and institutional basis for rehabilitation programs	Framework and final draft regulatory guidelines for rehabilitation programs	BNN
2	Design and strengthening of prison-based and community-based rehabilitation and reintegration programs	<ul style="list-style-type: none"> - Operational procedures for community-based rehabilitation and reintegration programs - Documentation of the implementation of community-based rehabilitation and reintegration programs 	BNN

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Activity Component D (Subnational Scope)

No	Activities	Outputs	Ministry/Agency Partner
1	Promoting local-level initiatives that demonstrate the effective application of non-custodial measures	Documentation of lessons learned from piloting local-level program initiatives that demonstrate the effective application of non-custodial measures	Ministry of Immigration and Correctional Affairs
2	Design and strengthening of rehabilitation and reintegration programs within correctional facilities and in the community	<ul style="list-style-type: none"> - Draft model for effective community engagement in the implementation of corrections functions (Community-Based Corrections) - Analysis and evaluation results from the application of alternatives to sentencing and a report on the habituation of correctional officers 	Ministry of Immigration and Correctional Affairs

3.2. GEDSI Integration Strategy

GEDSI integration will be applied comprehensively by using disaggregated data as the basis for activity planning. This includes support for the development of gender-responsive implementing regulations; promoting the application of alternative sentencing measures for pregnant women, breastfeeding women, and primary caregivers; strengthening disability-inclusive data systems and accessibility standards in detention facilities, courts, and correctional institutions; and building the capacity of law enforcement institutions to minimise bias and discriminatory practices. AIPJ3 also encourages civil society organisations to identify and support women leaders in justice institutions to actively advance reforms from within, thereby strengthening sustainable institutional change.

Women, children, and people with disabilities will be positioned both as beneficiaries and as strategic partners in advancing criminal justice reform. As beneficiaries, they are expected to gain improved access to non-custodial sentencing, diversion, restorative justice, suspension of detention, parole, rehabilitation, and strengthened victim protection mechanisms. The involvement of experts representing women's rights, disability advocacy groups, and child



protection organisations in activities will be encouraged to strengthen inclusive oversight and accountability.

IV. Budget and Timeline

4.1. Budget

The budget available for each activity component that may be proposed by Prospective Partners is as follows:

- Activity Component A: maximum IDR 1,400,000,000 for 1 year
- Activity Component B: maximum IDR 2,100,000,000 for 1 year
- Activity Component C: maximum IDR 900,000,000 for 1 year
- Activity Component D: maximum IDR 750,000,000 for 1 year

The proposed budget must use the AIPJ3 budget format referred to in section 6.1.

4.2. Proposal Selection Timeline (in 2026)

- 24-26 June: Announcement of the request for proposals
- 3 July: Bidder's Conference session to explain the request for proposals via Zoom
- 7 July: Deadline for submitting questions to the committee
- 10 July: The committee will circulate the questions received, together with responses, to all Prospective Partners
- 22 July: Deadline for submitting proposals
- 11 August: Announcement of Prospective Partners that pass the initial selection
- 17-21 August: Presentations by Prospective Partners that pass the initial selection
- 24 August: Announcement of selected proposals

V. Qualifications and Evaluation Criteria

5.1. Organisational Requirements

The general criteria for civil society organisations eligible to submit proposals to implement the AIPJ3 program are as follows:

1. Have valid legal status, evidenced by the Deed of Establishment of the Organisation (Notarial Deed) and/or other organisational legal documents in accordance with applicable regulations.
2. Have experience in program implementation, policy advocacy, research, community organising, or other relevant work related to criminal justice reform, access to justice, human rights, governance, or other related social issues.
3. Have experience or commitment to working collaboratively with various stakeholders, including government, law enforcement institutions, academics, professional associations, media, women's organisations, youth organisations, organisations of people with disabilities, affected communities, and/or other relevant sectors.



4. Be open to developing new approaches and learning in program implementation, including but not limited to political economy approaches, governance, GEDSI mainstreaming, meaningful youth participation, climate change, and evidence-based and adaptive learning approaches.
5. Have basic capacity in organisational program and financial management, including the ability to prepare activity reports and account for the use of funds in an accountable manner.
6. Have a track record of upholding the principles of integrity, accountability, non-discrimination, and respect for human rights.
7. Organisations with limited experience but demonstrating innovative approaches, strong contextual understanding, strategic partnerships, or proximity to affected communities are also encouraged to submit proposals.
8. Be willing to comply with TAF and AIPJ3 rules in grant management.

5.2. Proposal Evaluation Criteria

AIPJ3 will evaluate all proposals received based on the following criteria:

1. Program design, strategy/approach to be used, and alignment with the activity component to be implemented (weight: 30%). The assessment will consider the quality of the program design, clarity of objectives and intended results, relevance of the proposed strategy and approach to the problem context, and alignment of proposed activities with AIPJ3 objectives and priorities. Proposals that demonstrate strong contextual understanding and a realistic, innovative, adaptive, and sustainability-oriented approach to change will be considered favourably.
2. Organisational experience and networks related to the AIPJ3 agenda (weight: 30%). The assessment will consider the organisation's experience in implementing programs, advocacy, research, community organising, or collaborative work relevant to criminal justice reform, access to justice, governance, human rights, GEDSI, or other related issues. AIPJ3 will also consider the organisation's ability to build and manage working relationships with various stakeholders, including government, law enforcement officials, academics, professional associations, media, communities, and other civil society organisations.
3. Team composition and capacity of key personnel (weight: 10%). The assessment will consider the suitability of the team composition to program needs, as well as the experience and capacity of key personnel. The experience and educational background of key personnel will be taken into consideration.
4. GEDSI and climate change integration strategy (weight: 10%). The assessment will consider the organisation's ability to integrate GEDSI principles and climate change considerations into program design and implementation. Proposals that demonstrate meaningful participation of vulnerable groups, women, youth, and

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people with disabilities in program implementation will be considered favourably.

5. Financial management capacity and budget utilisation strategy (weight: 20%). The assessment will consider the organisation's capacity to manage grants and program budgets in an accountable, effective, and transparent manner, including existing administrative and financial reporting systems. AIPJ3 will also assess the reasonableness, efficiency, and relevance of the proposed budget in relation to the intended program results.

VI. Proposal Submission Guidelines

6.1. Proposal and Budget Format

AIPJ3 invites interested civil society organisations (CSOs or a consortium of several CSOs with one lead CSO) to submit proposals through the following link: [AIPJ3 CJR Proposal](#). For the budget, please use the budget template available through the following link: [Budget Format](#). Submitted proposals must indicate the selected activity component and meet the full scope of activities and outputs under that component.

6.2. Procedures and Questions related to the Request for Proposal

Civil society organisations interested in submitting proposals may attend the Bidder's Conference, which will be held on Friday, 3 July 2026 at 09.30 WIB, by registering through the following link: [Bidder's Conference Registration](#).

Questions related to this Request for Proposal may be submitted by Prospective Partners through the following link: [Questions regarding the AIPJ3 CJR Proposal](#) no later than Tuesday, 7 July 2026 at 17.00 WIB. The committee will circulate the questions received, together with responses, to all Prospective Partners on Friday, 10 July 2026.

The deadline for submitting proposals, budgets, and related documents is Wednesday, 22 July 2026 at 17.00 WIB through the link provided in section 6.1. The announcement of civil society organisations selected in the initial selection will be circulated on Tuesday, 11 August 2026. Shortlisted Prospective Partners will then deliver presentations, and the selected civil society organisations will be announced on Monday, 24 August 2026.

6.3. Contact Information

All communications regarding matters requiring clarification, discussion, or further consideration may be submitted by email to:

taf-id_partnership@asiafoundation.org

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