

THE ROLE OF THE ASEAN DIGITAL MASTERPLAN 2025 IN ALIGNING REGIONAL DIGITAL GOVERNANCE AND INDONESIA'S DIGITAL ECONOMIC GROWTH (2021-2024)

Fazriel Pramuditya¹, Diah Apriliani²

^{1,2} Universitas Al Ghifari Bandung, Indonesia

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Abstract

This study examines the role of the ASEAN Digital Masterplan 2025 (ADM 2025) in shaping Indonesia's digital economic growth during the 2021–2024 period by focusing on its function as a regional digital governance framework. Using a qualitative approach based on document analysis and in-depth interviews, this research finds that ADM 2025 influences Indonesia's digital economy through policy alignment mechanisms, particularly in the areas of digital infrastructure development, digital literacy enhancement, public service digitalization, and the strengthening of the digital MSME ecosystem. The findings demonstrate that ADM 2025 contributes to Indonesia's digital economic growth by promoting regulatory coordination and institutional coherence between ASEAN-level commitments and national digital policies. Nevertheless, challenges remain, including unequal internet access, limited digital literacy among certain social groups, cybersecurity vulnerabilities, and dependence on foreign digital platforms. This study contributes to the literature by moving beyond a descriptive assessment of regional digital policy and providing an analytical understanding of how regional digital governance frameworks shape national digital economic development.

Keywords: ASEAN Digital Masterplan, Regional Digital Governance, Policy Alignment, Digital Economy, Indonesia.

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Corresponding Author:

Author name* Diah Apriliani

Email* diahapril@unfari.ac.id

1. Introduction

Digital transformation has become a major driving force of global economic growth, particularly in developing countries such as Indonesia. Along with the rapid advancement of information and communication technology (ICT), the digital economy has emerged as an integral component of modern economic systems. According to Airlangga Hartarto (2023), speaking at the ASEAN Business and Investment Summit in Jakarta, the ASEAN digital economy is projected to reach approximately USD 330 billion by 2025. This projection demonstrates the significant potential of digital sectors such as e-commerce, fintech, and digital services in boosting national economic growth.

At the regional level, ASEAN, as a regional organization consisting of ten member states, plays a strategic role in accelerating digital economic integration through coordinated policies and initiatives. One of ASEAN's key policy frameworks is the ASEAN Digital Masterplan 2025 (ADM, 2025), which serves as a strategic roadmap to accelerate digital transformation across the region. ADM 2025 focuses on improving digital infrastructure, enhancing digital literacy, and developing an inclusive and sustainable digital economy.

Indonesia, as the largest economy and most populous country in ASEAN, holds a central position in the implementation of this policy. In recent years, Indonesia has demonstrated significant progress in its digital economy, as reflected in the growing number of internet users



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and increasing digital transactions. Nevertheless, Indonesia continues to face structural challenges, including unequal internet access, low digital literacy among certain groups, regulatory constraints, and cybersecurity concerns.

This study aims to analyze the role of the ASEAN Digital Masterplan 2025 in supporting Indonesia's digital economic growth. Specifically, it explores how ADM 2025 contributes to the development of Indonesia's digital economy, while also identifying the challenges and opportunities encountered in its implementation. Using a qualitative approach, this research examines stakeholder perspectives on the implementation of ADM 2025 and its impact on Indonesia's digital economic development.

Furthermore, digital policy implementation within ASEAN must take into account the diverse economic conditions, infrastructure capacities, and technological development levels of member states. According to the International Trade Administration (2024), the Indonesian government has demonstrated its commitment through the Indonesia Digital Roadmap 2021–2024, which aims to expand digital infrastructure, enhance workforce digital skills, and accelerate digital adoption among businesses, particularly SMEs. This roadmap prioritizes digital transformation in e-commerce, fintech, and public services, with the objective of building a more inclusive digital economy.

This study is expected to provide insights into how the ASEAN Digital Masterplan 2025 contributes to accelerating Indonesia's digital economic development and to offer policy recommendations for strengthening its implementation at the national level.

Despite the growing body of literature on ASEAN digital policies and digital economic development, existing studies largely focus on descriptive discussions of policy frameworks or macro-level assessments of digital growth. Limited attention has been given to examining how regional digital policy frameworks operate as mechanisms of regional digital governance that align national policies with ASEAN-level commitments. This research addresses this gap by analyzing the ASEAN Digital Masterplan 2025 as an instrument of policy alignment and regional digital governance in the Indonesian context. Accordingly, this study is guided by the following research question: How does the ASEAN Digital Masterplan 2025 influence Indonesia's digital economic growth through policy alignment and regional digital governance mechanisms during the 2021–2024 period? By positioning ADM 2025 within international relations and digital governance literature, this study contributes analytically to understanding the interaction between regional institutions and national digital transformation strategies.

The role of the ASEAN Digital Masterplan 2025 can be understood through several theoretical perspectives in international relations and digital studies. First, Liberal Institutionalism provides a foundation for explaining how cooperation among states is facilitated through international institutions. Keohane (1984), in *After Hegemony*, argues that institutions help states establish rules, reduce uncertainty, and promote cooperation. In this context, ADM 2025 functions as a regional policy framework that guides ASEAN member states, including Indonesia, in aligning national digital policies with ASEAN's collective digital vision. In this study, Liberal Institutionalism is used as an analytical tool to examine how the ASEAN Digital Masterplan 2025 functions as a regional institutional framework that facilitates policy alignment and coordination between Indonesia and ASEAN member states in the digital sector.

The concept of Complex Interdependence, introduced by Keohane and Nye (1977), emphasizes the growing interconnection between states through multiple channels of interaction, where military force is no longer the dominant instrument of interstate relations and economic, technological, and institutional linkages become increasingly significant. In the context of regional digital cooperation, complex interdependence highlights how states are connected through cross-border data flows, digital trade, regulatory harmonization, and shared digital infrastructure. This concept is relevant to understanding the implementation of the ASEAN Digital Masterplan 2025, as Indonesia's digital development is increasingly shaped by regional interdependence within ASEAN, rather than by unilateral national policies alone. In this study, Complex Interdependence is used as an analytical tool to examine how ADM 2025

fosters mutual dependence between Indonesia and other ASEAN member states in the digital sector, particularly through regional digital governance, policy alignment, and cooperative frameworks that influence Indonesia's digital economic growth.

Regional digital transformation can also be analyzed through Manuel Castells' concept of globalization and the network society. In *The Rise of the Network Society* (1996), Castells explains that globalization is increasingly driven by digital networks that connect economic, social, and political activities across borders. Indonesia's digitalization efforts such as ICT infrastructure development, bureaucratic digitalization, and the expansion of the digital economy reflect this transformation. ADM 2025 accelerates Indonesia's integration into this regional digital network through shared standards and coordinated digital roadmaps. In this study, Network Society Theory is used as an analytical tool to analyze Indonesia's digital transformation as part of a broader regional digital network promoted under ADM 2025.

Digital diplomacy theory is also relevant in understanding ADM 2025. Bjola and Holmes (2015) define digital diplomacy as the use of digital technologies to achieve foreign policy objectives and enhance international collaboration. ADM 2025 serves not only as a technical policy document but also as a collective digital diplomacy instrument for ASEAN in addressing global challenges such as cybersecurity, data governance, and digital innovation. Through its engagement in ADM 2025, Indonesia strengthens its role as a regional digital diplomacy actor. In this study, Digital Diplomacy is used as an analytical tool to assess how Indonesia utilizes ADM 2025 as a diplomatic instrument to strengthen its strategic position within ASEAN's digital cooperation architecture.

Additionally, economic diplomacy theory highlights the strategic importance of ADM 2025. Bayne and Woolcock (2016) argue that economic diplomacy involves state strategies to optimize international relations for economic gain. The digital economy has become a key component of contemporary economic diplomacy, and ADM 2025 functions as a platform for ASEAN's digital economic integration. Through policy harmonization, improved connectivity, and innovation facilitation, Indonesia gains opportunities to expand digital MSME markets, attract digital investment, and enhance its competitiveness at regional and global levels. In this study, Economic Diplomacy is used as an analytical tool to examine how Indonesia leverages ADM 2025 to align its national digital economic interests with regional commitments, particularly in promoting digital competitiveness, investment, and sustainable digital economic growth.

Overall, the theories employed in this study are not used merely as conceptual background, but as analytical tools to interpret empirical findings. Liberal Institutionalism is applied to analyze how the ASEAN Digital Masterplan 2025 functions as a regional institutional framework that facilitates policy coordination and rule-setting between ASEAN and Indonesia. The concept of Complex Interdependence is used to examine patterns of digital interdependence reflected in cross-border data flows, digital trade, and shared digital infrastructure. Network Society Theory is employed to analyze Indonesia's transition toward a digitally networked society through infrastructure expansion and public service digitalization. Meanwhile, Digital Diplomacy and Economic Diplomacy are used to assess how ADM 2025 strengthens Indonesia's strategic position within ASEAN by aligning digital cooperation with economic competitiveness and national development objectives.

2. Research Method

This study employs a descriptive qualitative approach to gain an in-depth understanding of the role of the ASEAN Digital Masterplan 2025 in Indonesia's digital economic development during the 2021–2024 period. A qualitative approach is appropriate for interpreting social phenomena holistically and contextually. Moleong (2017) states that qualitative research aims to understand phenomena in their natural settings through participants' perspectives.

Data Sources and Collection Techniques

This research utilizes both primary and secondary data sources. Primary data were

obtained through an in-depth interview with Fahmi Arachim, a former staff member of the Ministry of Communication and Information Technology, who has direct experience in implementing digital literacy and community-based digital transformation programs. The interview was conducted on January 12, 2025 (Arachim, 2025).

The selection of a single key informant was based on purposive sampling, considering the informant's institutional position and direct involvement in the formulation and implementation of digital policy programs relevant to the ASEAN Digital Masterplan 2025. As a policy practitioner with firsthand experience in national digital governance and ASEAN-related coordination, the informant provided in-depth insights into policy alignment and implementation processes that could not be captured through broader surveys or multiple general informants.

Secondary data were collected from official documents and reports, including the ASEAN Digital Masterplan 2025 (2021), Indonesia's National Digital Transformation Reports (2021–2024), the e-Conomy SEA Report 2023 (komdigi, 2024), cybersecurity reports from BSSN (2024), and academic literature by Castells (1996), Bjola and Holmes (2015), and Keohane (Keohane, 1984).

Data Analysis Technique

Data analysis followed the framework proposed by Miles, Huberman, and Saldaña (1994), which consists of data reduction, data display, and conclusion drawing. In applying the Miles and Huberman interactive model, data analysis was conducted through three interconnected stages: data reduction, data display, and conclusion drawing. During the data reduction stage, interview transcripts and relevant documents were systematically coded to identify key concepts related to regional digital governance, policy alignment, and Indonesia's digital economic development under ADM 2025. The coding process involved grouping similar statements and policy references into thematic categories. In the data display stage, the categorized data were organized into thematic matrices to facilitate comparison between policy objectives and implementation outcomes. Finally, conclusions were drawn through pattern identification and thematic interpretation, allowing the researcher to develop analytical insights while continuously verifying findings against the data sources.

Data Validity

Data validity was strengthened through source triangulation by comparing interview findings with official documents and reports. Member checking was also conducted to ensure the accuracy of interpretations. Thick description was applied to present findings comprehensively and contextually.

Research Limitations

This study is limited to the 2021–2024 period and focuses on digital transformation aspects directly related to ADM 2025. Additionally, the empirical perspective is primarily based on one key informant. As a result, the findings of this study are not intended to be statistically generalized, but rather to provide analytical insights into Indonesia's engagement with regional digital governance under ADM 2025. The use of a single key informant reflects the qualitative descriptive nature of the research, emphasizing depth of analysis over breadth of empirical representation.

3. Discussion

ASEAN Digital Masterplan 2025 (ADM, 2025) is a regional policy framework designed to guide digital development and integration across Southeast Asia from 2021 to 2025. ADM 2025 serves as a strategic roadmap for ASEAN member states to strengthen digital governance, develop inclusive digital infrastructure, expand the digital economy, improve digital skills, and ensure regional cybersecurity. The masterplan was officially adopted on January 22, 2021, as a continuation of the ASEAN ICT Masterplan 2020.

ADM 2025 was formulated in response to rapid technological advancement, increased internet penetration, and the growing importance of digital economies in global competition. ASEAN recognizes that digital transformation must be inclusive, secure, and sustainable to avoid widening socio-economic gaps among and within member states.

Vision of ASEAN Digital Masterplan 2025

The vision of ADM 2025 is to establish ASEAN as a digitally transformative and inclusive community that supports sustainable economic growth, enhances competitiveness, and improves the welfare of its people.

This vision emphasizes three main pillars: digital transformation, inclusivity, and economic competitiveness. Digital transformation encourages member states to adopt digital-based governance and economic systems. Inclusivity ensures equal access to digital technologies across all social groups. Economic competitiveness aims to strengthen ASEAN's position in the global digital economy.

Strategic Programs of ADM 2025

ADM 2025 consists of eight strategic thrusts. These include the development of digital infrastructure and connectivity, promotion of data-driven innovation ecosystems, strengthening of cybersecurity cooperation, development of integrated digital government, expansion of digital trade, improvement of digital literacy and human resources, digital transformation of industries, and enhancement of regional cooperation.

1. Enhancing Digital Infrastructure and Regional Connectivity

This strategic thrust focuses on strengthening digital connectivity across ASEAN member states through:

- Expansion of broadband networks,
- Improvement of cross-border internet quality and capacity,
- Development of regional data centers,
- Cross-border digital infrastructure cooperation among ASEAN countries.

2. Promoting Data-Driven Ecosystems and Innovative Technologies

This priority emphasizes the development of a data-based digital ecosystem by focusing on:

- Cross-border data integration,
- Interoperability standards,
- Data governance policy frameworks,
- Adoption of emerging technologies such as artificial intelligence (AI), the Internet of Things (IoT), cloud computing, and blockchain.

3. Strengthening ASEAN Cybersecurity

This strategic thrust aims to enhance regional cybersecurity resilience through:

- Regional cybersecurity cooperation,
- Capacity building for cyber incident response,
- Establishment of digital security and data protection standards,
- Cybersecurity awareness campaigns for the public.

4. Building an Integrated Digital Government

ADM 2025 promotes the development of digital government systems by encouraging:

- Digitalization of public services,
- Strengthening of e-government systems,
- Improved interoperability among public service systems across ASEAN,
- Technology-based transparency and accountability in governance.

5. Expanding the Digital Economy and Digital Trade

This program focuses on accelerating digital economic growth through:

- Facilitation of cross-border digital trade,
- Development of the ASEAN digital market,

- Support for digital MSMEs (Micro, Small, and Medium Enterprises),
 - Integration of regional fintech services and electronic payment systems.
6. Enhancing Digital Literacy, Digital Skills, and Digital Human Resources
This strategic thrust aims to strengthen digital human capital through:
- Large-scale digital training programs,
 - Improvement of workforce digital skills,
 - Digital literacy programs for students, the general public, and MSMEs,
 - Support for digital competencies within formal education systems.
7. Industrial Transformation for Technology Adoption
This priority focuses on accelerating digital transformation in industrial sectors by:
- Promoting digital adoption among large industries and MSMEs,
 - Digitalization of supply chains,
 - Technology-based operational efficiency improvements.
8. Strengthening ASEAN Regional Collaboration and Coordination
This strategic thrust emphasizes enhanced regional cooperation through:
- Harmonization of digital regulations among ASEAN member states,
 - Strengthening digital diplomacy,
 - Policy cooperation, technical standardization, and digital innovation collaboration among ASEAN countries.

This study finds that the ASEAN Digital Masterplan 2025 (ADM, 2025) plays a strategic role in accelerating Indonesia's digital transformation throughout the 2021–2024 period. Based on interviews with Fahmi Arachim and analysis of official documents, the findings show that ADM 2025 functions not merely as a regional policy document, but as a reference framework that promotes consistency in national digital policies. ADM 2025 has supported Indonesia in strengthening its digital foundations through improvements in digital infrastructure, the expansion of digital literacy, the digitalization of public services, and the development of a more competitive digital economic ecosystem. Furthermore, Indonesia's digital policy direction has become increasingly aligned with ASEAN's vision of creating an inclusive, secure, and well-connected digital society.

Implementation of ADM 2025 in Indonesia

A. Digital Infrastructure

ADM 2025 encourages Indonesia to accelerate the development of digital infrastructure as a fundamental pillar of digital transformation. Based on interviews and official reports from the Ministry of Communication and Information Technology (Kominfo), the expansion of 4G Base Transceiver Stations (BTS) has been prioritized, particularly in underdeveloped, frontier, and outermost (3T) areas. The development of national backbone infrastructure through the Palapa Ring project has also contributed to improving interregional connectivity, enhancing network quality, and supporting national digital integration. In addition, Indonesia has initiated the development of national data centers to support digital government services and strengthen data sovereignty. These initiatives reflect Indonesia's efforts to align national infrastructure development with ADM 2025's emphasis on regional digital connectivity.

However, despite these advancements, significant disparities in digital infrastructure remain across regions in Indonesia. Urban areas and western regions continue to benefit from more stable connectivity and higher network capacity compared to rural areas and eastern regions, where geographical challenges and limited economic viability constrain infrastructure expansion. In this context, ADM 2025's role in addressing infrastructure inequality is primarily indirect. While the masterplan provides regional policy direction, benchmarks, and cooperation frameworks that emphasize inclusive connectivity, the implementation of infrastructure development largely depends on national capacity, budget allocation, and domestic policy priorities.

Therefore, ADM 2025 contributes to reducing digital infrastructure gaps by legitimizing

inclusive connectivity as a shared regional objective and by encouraging Indonesia to prioritize underserved areas within its national digital agenda. Nevertheless, ADM 2025 alone is insufficient to fully overcome structural and geographical disparities in infrastructure development. This indicates that the effectiveness of ADM 2025 in addressing interregional inequality in Indonesia is conditional upon strong national implementation and the presence of complementary domestic policies targeting regional development gaps.

B. Digital Literacy

One of the key aspects of ADM 2025 implementation in Indonesia is the enhancement of public digital literacy as a foundation for inclusive digital transformation. Through the National Digital Literacy Movement (Siberkreasi), the Indonesian government has intensified digital literacy initiatives in the form of training programs, seminars, and nationwide digital campaigns. These programs are designed to improve not only basic digital skills, but also awareness of digital security, personal data protection, and the ability to participate productively in the digital economy. As explained by Fahmi Arachim, digital literacy is understood as a multidimensional capacity that enables communities to navigate digital spaces safely and to leverage digital opportunities responsibly.

Beyond its normative objectives, the impact of digital literacy initiatives can be observed through several qualitative indicators. These include increased public awareness of online security risks, greater familiarity with personal data protection practices, and improved capacity among targeted groups such as students, housewives, and MSMEs—to utilize digital platforms for education, entrepreneurship, and economic activities. Interview findings indicate that participants of digital literacy programs demonstrate a higher level of caution in digital interactions and a better understanding of safe digital behavior, suggesting a gradual shift from basic technology usage toward more responsible and productive digital engagement.

Nevertheless, the effectiveness of digital literacy programs remains uneven across regions. While urban areas benefit from more frequent training activities and better digital access, rural and remote regions continue to face limitations related to infrastructure availability and program reach. In this context, ADM 2025 contributes by positioning digital literacy as a regional priority and by encouraging inclusive capacity-building across ASEAN member states. However, the extent to which digital literacy initiatives translate into measurable societal impact in Indonesia remains contingent upon sustained national commitment, consistent program implementation, and integration with broader education and regional development policies.

C. Digitalization of Public Services

ADM 2025 has also driven significant progress in the digitalization of public services through the implementation of the Electronic-Based Government System (SPBE). The government has expanded digital public services such as online civil administration, digital tax services, integrated healthcare services, and the digitalization of social assistance distribution. These services aim to improve bureaucratic efficiency and facilitate public access to government services through online platforms. Indonesia has also strengthened interoperability among government systems by developing integrated cross-sectoral service applications. This transformation aligns with ADM 2025's vision of creating responsive and efficient digital governance at the regional level.

D. Strengthening the Digital MSME Ecosystem

Indonesia has experienced significant growth in MSME digitalization, which is one of the priority sectors under ADM 2025. Programs such as MSME onboarding to digital marketplaces, digital transformation training, and increased adoption of digital payment systems such as QRIS have become key instruments in promoting digital economic inclusivity. The government has collaborated with technology companies and digital platforms to support MSMEs in improving digital awareness, digital marketing strategies, and technology-based business management. These policies not only enhance MSME competitiveness but also strengthen Indonesia's role within the ASEAN digital economy.

Impact of ADM 2025 on Indonesia's Digital Economic Growth

The implementation of the ASEAN Digital Masterplan 2025 (ADM 2025) has accelerated Indonesia's digital economic growth, as reflected in the rapid expansion of various digital sectors. The e-Economy SEA 2023 report indicates that Indonesia has become the largest digital economy market in the ASEAN region. This growth has been driven by several key factors:

- The continuous increase in the value of e-commerce transactions, driven by the growing preference for online shopping.
- The expansion of the fintech sector, particularly digital payment services and online lending platforms, which have improved financial access for the public and MSMEs.
- The rise in startup investment, especially in the logistics, digital education, and technology-based healthcare sectors.
- The accelerated adoption of digital services by both the public and the government, including online transportation services, digital health consultations, e-learning platforms, and the digitalization of public services.

The growth of these digital sectors demonstrates that ADM 2025 has successfully encouraged Indonesia to strengthen its regional position within the digital economy, while simultaneously increasing the contribution of the digital sector to the national economy.

Challenges in Implementing ADM 2025 in Indonesia

Despite showing significant progress, the implementation of the ASEAN Digital Masterplan 2025 (ADM 2025) in Indonesia faces several structural and technical challenges.

- Infrastructure disparities persist, particularly in eastern Indonesia and remote areas, resulting in substantial gaps in the quality of internet services.
- Low levels of digital literacy among certain segments of society increase vulnerability to digital fraud, misinformation, and the exploitation of personal data.
- Cybercrime threats continue to rise alongside the digitalization of public and financial services. Incidents of data breaches and ransomware attacks indicate that Indonesia's digital security systems still require significant strengthening.
- Dependence on foreign digital platforms, particularly in cloud services, social media, and online marketplaces, places Indonesia in a vulnerable position with regard to digital sovereignty and data protection.

These challenges demonstrate that the implementation of ADM 2025 requires not only technological development, but also comprehensive community empowerment strategies, stronger digital security regulations, and sustained efforts to reduce technological access disparities across regions.

Theoretical Analysis

From a theoretical perspective, the findings of this study are consistent with several analytical frameworks employed in this research.

- Liberal Institutionalism (Keohane, 1984) explains that ADM 2025 functions as a regional institution that establishes rules, standards, and policy coordination for digital governance among ASEAN member states.
- Complex Interdependence (Robert Keohane, Joseph Nye, 1977) is reflected in the increasing digital interconnectedness among ASEAN countries through cross-border data flows, the use of shared digital platforms, and cross-border digital trade.
- Network Society Theory (Castells, 1996) is relevant because Indonesia's digital transformation reflects a shift toward a networked society that is globally connected through information and communication technologies.
- Digital Diplomacy and Economic Diplomacy reinforce the argument that the implementation of ADM 2025 serves as an instrument for Indonesia to strengthen its digital competitiveness and expand its strategic position within the regional digital

economy.

Thus, ADM 2025 should be understood not merely as a technical roadmap, but as a political, economic, and social instrument that significantly influences the direction of Indonesia's digital transformation within the framework of ASEAN cooperation.

4. Conclusions and Suggestions

This study concludes that the ASEAN Digital Masterplan 2025 (ADM, 2025) plays a strategic role in accelerating Indonesia's digital transformation and digital economic growth during the 2021–2024 period. Rather than functioning merely as a regional guideline, ADM 2025 serves as a policy reference and coordination framework that provides structured direction and standards for the development of digital infrastructure, the enhancement of digital literacy, the digitalization of public services, and the strengthening of the digital MSME ecosystem. As a result, the implementation of ADM 2025 reinforces the consistency of Indonesia's national digital policies and strengthens alignment with the broader ASEAN digital agenda, contributing to Indonesia's digital economic competitiveness at the regional level.

Despite these positive contributions, the study also identifies several persistent challenges in the implementation of ADM 2025 in Indonesia. These include interregional disparities in digital infrastructure, uneven levels of digital literacy among certain segments of society, increasing cybersecurity threats, and continued dependence on foreign digital technology platforms. These challenges indicate that while ADM 2025 provides strategic direction and regional legitimacy, its effectiveness in addressing structural inequalities and digital vulnerabilities remains conditional upon strong national implementation capacity, inclusive policy design, and increased technological self-reliance.

From a theoretical perspective, the findings support the view that regional cooperation under ADM 2025 strengthens digital interdependence among ASEAN member states and contributes to the formation of a network society, as conceptualized by Castells. The study also demonstrates that regional digital governance, digital diplomacy, and economic diplomacy function as mechanisms that actively shape national digital policy trajectories, rather than merely reflecting existing domestic strategies.

Based on these findings, this study suggests that Indonesia should further strengthen targeted policies to reduce digital infrastructure gaps across regions, integrate digital literacy initiatives with formal education and local economic development programs, and enhance national cybersecurity capacity. In addition, reducing dependence on foreign digital platforms through the development of domestic digital technologies should be prioritized. For future research, it is recommended to involve a broader range of informants and to extend the temporal scope to assess the full implementation of ADM 2025 through 2025, in order to obtain a more comprehensive understanding of ASEAN's role in national digital transformation

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