

INSTITUTIONAL MODEL OF CENDERAWASIH ECOTOURISM MANAGEMENT IN AMAI, TABLASUPA VILLAGE, JAYAPURA REGENCY

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Abstract :

Cenderawasih ecotourism management in Papua represents a strategic approach to conserving endemic species while enhancing local community livelihoods. In Amai, Tablasupa Village, Jayapura Regency, ecotourism development faces challenges related to legal status, cross-sector coordination, community participation, human resource capacity, funding, and program innovation. This study aims to formulate an effective, participatory, and sustainable institutional model for ecotourism management that supports habitat conservation and local economic empowerment. A descriptive qualitative method was employed, using in-depth interviews, participant observation, and document analysis. Data were analyzed thematically to identify key institutional elements, including legal frameworks, stakeholder coordination, community involvement, capacity building, funding mechanisms, transparency, and innovation. The findings indicate that successful ecotourism management depends on formal legal support through village regulations and government policies, strong cross-sector collaboration among government, communities, academics, and the private sector, and active community participation using a pentahelix approach. Strengthening human resource capacity, diversifying funding through partnerships, and integrating research-based environmental education enhance sustainability.

Keywords: Institutions; Ecotourism; Case Study; Amai Tablasupa Village

INTRODUCTION

The purpose of this study is to examine the institutional model for managing Cenderawasih ecotourism in Amai, Tablasupa Village, Jayapura Regency. Ecotourism, as a form of sustainable tourism, plays a crucial role in preserving nature and culture while improving the welfare of local communities. In Papua, particularly Jayapura Regency, the potential for ecotourism is enormous; however, effective and sustainable management requires a robust and targeted institutional model. Therefore, this study focuses on the institutional aspect as the primary foundation for designing an ecotourism management mechanism that is responsive to local social, economic, and environmental dynamics (Baloch et al., 2023). By exploring various adaptive and participatory institutional approaches, this research aims to provide strategic recommendations for strengthening management capacity, increasing synergy between stakeholders, and ensuring the sustainability of ecotourism that



provides positive inclusive impacts for local communities while supporting the preservation of the area's ecosystem (Rasoolimanesh et al., 2023).

Ecotourism management is not solely about natural resource management, but also involves various stakeholders, including local communities, regional governments, and the private sector. The existence of these institutions needs to be well-coordinated to create synergy in the implementation of ecotourism activities. An institutional model that can accommodate community participation while encouraging cross-sector collaboration is a determining factor in the success of ecotourism management. In this context, coordination and communication mechanisms between institutions play a crucial role in building transparent, accountable governance that is responsive to emerging challenges (Ramkissoon, 2023). An inclusive and partnership-based institutional approach is seen as key to facilitating equitable distribution of benefits, strengthening socio-economic sustainability, and maintaining ecosystem integrity, so that ecotourism management can take place harmoniously and sustainably in accordance with the principles of sustainable development (Grilli et al., 2021).

Amai Tablasupa Village is an area with outstanding ecotourism potential, particularly due to the presence of the Cenderawasih bird, its main attraction. The local community in this area possesses wisdom and traditions that support environmental conservation, so this potential needs to be managed through an appropriate and sustainable institutional approach. An approach based on local wisdom can maintain the sustainability of the ecosystem while improving the community's economic well-being (Sharif et al., 2020). Therefore, implementing an institutional model that integrates cultural values and local knowledge is crucial to ensuring effective and sustainable ecotourism management. This step not only strengthens the community's cultural identity but also encourages their active participation in nature conservation through adaptive and contextual management practices. Thus, the synergy between local wisdom and modern institutional strategies has the potential to create a harmonious and competitive ecotourism management system, while providing long-term benefits to the surrounding community and environment (Phelan et al., 2020).

This research employs a qualitative method with a case study approach, as this approach allows for in-depth analysis of institutional dynamics at the research site. Case studies are deemed appropriate for understanding in detail how local institutions manage ecotourism, including organizational structures, governance, and stakeholder relationships (S. W. Lee & Xue, 2020). Data collection was conducted through in-depth interviews, participant observation, and document review, resulting in a comprehensive picture. This approach also enabled researchers to capture the social, cultural, and environmental contexts that influence the ecotourism management process, while simultaneously identifying the challenges and opportunities faced by relevant institutions. Thus, this method provides a strong empirical foundation for formulating relevant and applicable recommendations for strengthening the ecotourism institutional model in Amai, Tablasupa Village (Font et al., 2023).

From an institutional theory perspective, an effective ecotourism management model must be able to integrate the roles of various actors, both formal and informal, while maintaining a balance between environmental conservation and economic benefits for the community. This research emphasizes the principle of community participation as a central element to ensure ecotourism management is inclusive and sustainable, rather than merely exploitative. An institutional approach that encourages active community involvement also serves as an important social control mechanism in protecting natural resources from the risk of overexploitation (Cavalcante et al., 2021). In addition, integration between actors in this institutional model strengthens coordination, increases management legitimacy, and creates space for constructive dialogue, thereby creating a harmonious synergy between conservation interests and local economic development in the long term (Elshaer et al., 2021).

In managing ecotourism in Amai, Tablasupa Village, several key challenges include limited human resource capacity and funding constraints for operations and development. Therefore, the institutional model study also emphasizes capacity-building mechanisms and sustainable funding strategies. This approach includes ongoing training and competency development of human resources, enabling ecotourism managers to carry out governance functions professionally and responsively to the dynamics of change (Beall et al., 2021). Furthermore, developing diverse funding sources, including partnerships with the private sector and utilizing community-based funds, is a crucial strategy for maintaining program sustainability without relying on uncertain external support. Therefore, the designed institutional model is expected to provide a comprehensive solution to address these obstacles while strengthening the foundation of ecotourism management in the region (C.-K. Lee et al., 2021).

This research is expected to provide an overview of an effective institutional model developed through cross-sector collaboration between communities, the government, and the private sector. The role of information technology in ecotourism management is also crucial, as it can support transparent and efficient monitoring, promotion, and reporting of ecotourism activities (Shasha et al., 2020). Furthermore, this technology integration has the potential to increase participation by local communities and other stakeholders through easy, real-time access to information, while simultaneously strengthening accountability and governance in ecotourism resource management. Thus, the use of information technology not only improves operational efficiency but also supports conservation efforts and inclusive, sustainable economic development in Amai, Tablasupa Village (Luu, 2021).

Understanding the integration of local cultural values, government policies, and the application of information technology is a key factor in developing an institutional model that is adaptive and responsive to the needs of preserving and developing ecotourism potential. The formulated institutional model is expected to be relevant not only to Amai Tablasupa Village but also to serve as a reference for other areas with similar ecotourism characteristics (Sgroi,

2020). By integrating cultural values within the community, policies that promote sustainable governance, and the use of information technology as an innovative tool, this model serves as a bridge between complex needs and interests. This approach also opens up opportunities for application and adaptation in various other contexts, thus making a significant contribution to the development of inclusive, sustainable, and competitive national ecotourism (Zabihi et al., 2020).

Thus, this research makes a significant contribution to strengthening ecotourism governance based on sustainable institutions, taking into account the balance between social, economic, and environmental aspects. Efforts to improve the welfare of local communities through ethical and responsible natural resource management are the primary goal of implementing this institutional model (Qiu et al., 2022). Furthermore, this study emphasizes the urgency of using a multidimensional approach to ecotourism management that simultaneously integrates conservation needs with community development. The resulting institutional model is expected to serve as a strategic basis for implementing inclusive, adaptive, and community-empowerment-oriented management practices. Therefore, the results of this study will not only have academic value but also practical relevance in supporting sustainable development and the long-term preservation of ecosystem resources (Moyle et al., 2021).

MATERIAL AND METHODS

This study was designed to analyze the institutional model of Cenderawasih ecotourism management in Amai, Tablasupa Village, Jayapura Regency, using a qualitative case study approach. The qualitative approach was chosen because it can deeply reveal complex social and institutional phenomena within a specific local context. The case study method allows for a comprehensive analysis of the dynamics of ecotourism management at the community level, thus providing focus and depth in understanding the realities on the ground. Furthermore, this approach provides an opportunity to comprehensively explore interactions between actors, institutional structures, and ongoing management practices. Data collection techniques were carried out through in-depth interviews, participant observation, and documentation studies to strengthen the validity of the findings by integrating various perspectives and relevant contextual information. Thus, the research results are expected to present a strong empirical picture and provide applicable recommendations for the development of a sustainable ecotourism institutional model (Breiby et al., 2020).

The research location was purposively selected in Amai, Tablasupa Village, because this area has high ecotourism potential, with the Cenderawasih bird as its main natural attraction. The area also serves as an interaction point for various local institutions that play a role in sustainable natural resource management, making it a representative location for studying adaptive and participatory institutional models. This location selection provides an opportunity for researchers to directly observe the social, cultural, and institutional dynamics that interact in the ecotourism management process. Furthermore, empirical conditions in the field allow for the identification of

various factors that support and hinder the implementation of the institutional model. Therefore, the research results are expected to produce contextual findings and provide applicable contributions to the development of effective and sustainable ecotourism management strategies (Pham & Khanh, 2021).

Data collection was conducted through in-depth interviews with several key informants, including traditional leaders, ecotourism managers, local government officials, and relevant business actors. These in-depth interviews aimed to explore the experiences, perceptions, and views of stakeholders regarding the existing institutional mechanisms, the roles of each institution, and the challenges and opportunities in ecotourism management. This approach provided researchers with the opportunity to obtain contextual and in-depth data, thereby uncovering the complexity of relationships between actors and the social dynamics that influence the management process. Furthermore, the interview results served as the primary data source for identifying the determining factors for success and the obstacles encountered, which then served as the basis for formulating an institutional model that was adaptive, responsive, and appropriate to the needs and empirical conditions in the field (A. Khan et al., 2020).

In addition to conducting interviews, researchers also conducted participant observations in the field to gain a direct understanding of the management process and the implementation of institutional models in daily activities. These observations enabled researchers to capture the dynamics of social interactions, resource utilization patterns, and the internalization of local cultural values, which are often not documented in official records or interviews. Through active involvement in various community activities, researchers were able to identify informal practices and social dynamics that play a significant role in ecotourism management, while also observing the responses and adaptations of actors to the various challenges faced. This approach enriched the research findings with authentic empirical data, thereby increasing the validity and deepening the analysis of the effectiveness of the institutional models studied (Zhan et al., 2021).

A review of supporting documents is a crucial component of the data collection process, encompassing various sources such as local regulations, environmental and ecotourism management policies, activity reports from related institutions, and other relevant documents. The analysis of these documents serves to confirm and complement the data obtained through interviews and observations, thereby enhancing the validity of the research findings. Furthermore, the review of official documents provides a deeper understanding of the regulatory and policy framework that forms the formal basis for ecotourism management and allows for the identification of gaps between established policies and actual practices. Through this document-based data triangulation process, researchers can gain a richer understanding of the consistency and effectiveness of institutional governance, resulting in more comprehensive and scientifically sound findings (Yang et al., 2020).

The data analysis process was conducted through the application of thematic analysis techniques, which allow for grouping data based on key themes identified from the field research results. These themes include aspects of institutional structure, coordination mechanisms, community participation, cross-sector collaboration, and capacity and funding issues. This approach provides a foundation for a deeper understanding of institutional relationships and dynamics within the context of ecotourism management. Through a systematic review of relevant themes, thematic analysis also facilitates the identification of interrelationships between institutional dimensions and emerging problem patterns, thus supporting the development of more targeted recommendations that are appropriate to the research context. This method serves as an effective analytical framework for developing comprehensive and in-depth scientific narratives, and is able to accurately represent social and institutional realities (Dias et al., 2023).

The researchers also employed a data triangulation strategy to enhance the credibility and reliability of the research findings. By comparing data obtained from interviews, observations, and documentation analysis, as well as engaging with various sources of information, this study was able to provide a comprehensive and valid understanding of the institutional model implemented in Amai, Tablasupa Village. This triangulation approach not only strengthened internal validity through cross-verification between data sources but also played a role in uncovering inconsistencies and deepening understanding of the phenomena studied. Thus, this strategy ensured that the conclusions drawn were accurate, representative, and scientifically sound, while also enriching the quality of the analysis and increasing the relevance of the research findings for the development of sustainable ecotourism management practices (M. R. Khan et al., 2021).

Research ethics is a fundamental aspect that receives primary attention throughout the research process. These efforts include obtaining permission and approval from the local community, maintaining the confidentiality of informant information, and ensuring that all research procedures are conducted in accordance with academic ethical standards while respecting local culture and norms. The application of these ethical principles is crucial to ensuring that research results are well-received by the community and stakeholders. An ethically grounded approach not only protects the rights and dignity of research participants but also contributes to building trust and constructive relationships between researchers and local communities. Therefore, the consistent application of research ethics serves as a key foundation for maintaining scientific integrity and supporting sustainable, harmonious collaboration among all parties involved in research activities and ecotourism management (Yachin & Ioannides, 2020).

By applying a comprehensive case study-based qualitative method, this research provides a strong empirical foundation for understanding and formulating an effective, sustainable, and community-empowering institutional model for ecotourism management. The resulting model is expected to be

relevant not only to Amai, Tablasupa Village, but also to be replicated or adapted to other areas with similar conditions. This research approach allows for an in-depth understanding of the complexity of interactions between actors and the institutional dynamics that support successful ecotourism management. Furthermore, the findings of this study can serve as both a practical and conceptual reference for policymakers, managers, and local communities in designing institutional strategies that are responsive to the social, cultural, and environmental contexts, while simultaneously supporting sustainable ecotourism management (Lopes et al., 2022).

RESULTS AND DISCUSSION

Based on the research results, ecotourism management in Tablasupa Village has established a well-organized internal structure, which includes the positions of Chairperson, Secretary, Treasurer, and coordinators for areas such as conservation, promotion, and environmental education. This structure allows for a clear division of roles and documented responsibilities, so that daily operational activities can proceed in an orderly and efficient manner. Field findings indicate that each coordinator has direct responsibility for a specific program. For example, the conservation coordinator is responsible for overseeing the preservation of the Cenderawasih habitat and maintaining the ecosystem around the tourist site, while the promotion coordinator handles marketing activities and communication with visitors (Tse & Tung, 2022). However, this group does not yet have official legal status, so access to formal funding sources from the government, donor agencies, or tourism grants remains very limited. Field observations also noted that KPEK relies solely on membership fees, entrance ticket revenue, and sporadic donations, leaving it with limited financial capacity for facility development, human resource competency development, and professional promotion strategies. This situation emphasizes the need to strengthen institutional legality as a strategic step to improve operational sustainability and enhance the capacity of ecotourism management as a whole (Lu et al., 2021).

Table 1. Cenderawasih Ecotourism Management Institution

Theme	Indicator	Field Findings	Analysis
Institutional Structure	The existence of an ecotourism management organization	There is a Village Ecotourism Management Group (KPEK) consisting of a Chairperson, Secretary, Treasurer, and field coordinators (education, conservation, promotion).	The institutional structure is formal but still community-based, not yet legally registered as a legal entity.

Coordination Mechanism	Internal and external coordination processes	Coordination is conducted through weekly meetings, WhatsApp groups, and monthly meetings with village officials. Cross-sector coordination with the Tourism Office is only conducted every three months.	Internal coordination mechanisms are effective, but external coordination remains sporadic, potentially hampering the integration of ecotourism programs with government.
Community Participation	Level of citizen involvement	Around 70% of residents are active in management activities such as tour guiding, site planning, and homestay management.	Participation is high because ecotourism activities support local income. However, participation is less evenly distributed among teenagers and young adults, who tend to work in cities.
Cross-Sector Collaboration	Relations with external parties	Collaboration with the Tourism Office, Environmental NGOs, and Local Schools. Assistance includes training, promotion, and small-scale funding (<Rp 10 million/year).	Collaboration is still ad-hoc, there is no formal mechanism that regulates the roles and contributions of each party.
Capacity and Funding	Availability of human and financial resources	Human Resources: Most members have basic management and guiding skills. Funding: Relies on membership fees, tourist entrance fees, and occasional donations.	Human resource capacity is adequate for basic operations, but limited funding hinders long-term development, innovation, and professional marketing.

The research revealed that internal coordination in ecotourism management in Tablasupa Village is effective, supported by regular weekly meetings and the use of digital platforms such as WhatsApp groups for daily communication among KPEK members. This mechanism allows for rapid

information dissemination, structured task allocation, and real-time monitoring of program implementation, ensuring smooth and organized daily operations. Field findings indicate that regular meetings and digital communication are used to schedule tour guides, maintain facilities, manage homestays, and evaluate conservation programs, ensuring each member has a clear understanding of their roles and responsibilities (Leka et al., 2022). However, coordination with local governments and external institutions remains sporadic, generally conducted every few months through formal meetings or field visits by the Tourism Office and environmental NGOs. This situation has resulted in suboptimal integration of ecotourism programs with regional tourism policies, particularly regarding tourism promotion, human resource training, and access to funding. Consequently, the sustainability and strategic development of ecotourism management face a number of limitations (Chong, 2020).

The research results indicate that the level of community participation in ecotourism management in Tablasupa Village is relatively high, with approximately 70% of residents actively involved in activities such as tour guiding, homestay management, and the arrangement and maintenance of tourist facilities. This high level of involvement is driven by the direct economic benefits obtained, including additional income from entrance tickets, guide services, and the provision of food and local craft products for tourists. This significant participation plays a strategic role in supporting the sustainability of ecotourism operations, as community involvement enables the ongoing maintenance of tourist sites and the conservation of the Cenderawasih habitat (Choi et al., 2021). However, field findings indicate a generational participation gap, with youth groups tending to be less involved due to some choosing to work or continue their education in cities. This situation emphasizes the need for youth empowerment strategies, such as through guide training, the development of ecotourism-based creative businesses, and educational activities that attract the interests of the younger generation, to ensure management regeneration and ensure ecotourism sustainability is not threatened by the lack of involvement of the next generation (del Río-Rama et al., 2020).

The research results indicate that the relationship between ecotourism management in Tablasupa Village and external parties, including environmental NGOs, the Tourism Office, and local schools, has significant potential for collaboration, particularly in the form of training, technical assistance, and tourism promotion activities. Based on field data, NGOs play a role in providing guidance regarding the conservation of the Cenderawasih habitat, the Tourism Office provides promotional facilities and tourism management training, while local schools are involved through environmental education programs for students (Hofman et al., 2022). However, this collaboration remains ad-hoc and incidental, implemented as needed or as needed, without a formal mechanism that consistently defines the roles, responsibilities, and contributions of each party. This situation has the potential to reduce the effectiveness of ecotourism management programs in the long term, as temporary activities do not guarantee continuity, consistent service quality, or systematic institutional capacity

development. Therefore, strengthening formal collaboration mechanisms, for example through memorandums of understanding (MoUs) or official cooperation agreements, is crucial to ensure that each party has a clear role, makes sustainable contributions, and supports the optimal achievement of ecotourism management goals (Fennell & Sheppard, 2021).

The research revealed that human resources (HR) in ecotourism management in Tablasupa Village are sufficient to carry out basic operational activities, including tour guiding, homestay management, and facility maintenance. Field findings indicate that the majority of KPEK members possess basic managerial skills and an understanding of environmental conservation, enabling smooth daily operations. However, the research also highlighted that limited funding is a major obstacle to ecotourism development, particularly related to program innovation, professional marketing through digital media, and improved visitor facilities (Choe et al., 2021). Current funding sources are limited to membership fees, entrance fees, and occasional donations, making them inadequate to support sustainable development. This situation suggests the need for a strategy to diversify funding sources, such as utilizing government grants, partnerships with the private sector, or crowdfunding programs, along with capacity training for members in management, marketing, and innovation, so that ecotourism management is not only routine but also able to improve service quality and competitiveness at the regional level (Shen et al., 2020).

The research results indicate that institutional legality plays a central role in sustainable ecotourism management, as certainty of legal status provides formal legitimacy and increases the credibility of management groups before the government, donor agencies, and the community. Field data shows that management groups without formal legal entities face difficulties in accessing government grants, funding from donor agencies, and microcredit facilities, thus limiting their ability to develop innovative facilities and programs (Partelow & Nelson, 2020). Furthermore, the lack of formal legality also limits the formation of strategic partnerships with the private sector and conservation organizations, given that external partners tend to prefer collaborating with entities with legal certainty. This situation has the potential to create internal conflict in decision-making, particularly regarding resource allocation and profit distribution from ecotourism activities. Therefore, strengthening legal aspects through the establishment of legal entities, such as foundations or cooperatives, is a strategic step to strengthen legitimacy, expand collaborative networks, increase access to funding, and minimize legal risks and internal conflicts, so that ecotourism management can be carried out professionally and sustainably (Tsai et al., 2021).

The research results indicate that effective coordination is a key element in ensuring the alignment of various institutional functions in ecotourism management, both at the daily operational level and in long-term strategic planning. Based on field data, the management group in Tablasupa Village utilizes regular weekly meetings and digital platforms to convey information, monitor activity progress, and distribute tasks in a structured manner. This coordination mechanism strengthens synergy among members, reduces the risk

of duplication of tasks, and maintains consistency in program implementation, including in terms of Cenderawasih habitat conservation, homestay management, and tourism services for visitors (James et al., 2020). Furthermore, good coordination allows for harmonious integration between environmental conservation efforts, tourism services, and community economic empowerment, so that ecotourism management goals can be achieved simultaneously and sustainably. These findings emphasize the importance of developing standard operating procedures (SOPs) for coordination, meeting documentation, and internal communication training as part of an institutional strengthening strategy (Huang et al., 2022).

The research findings reveal that community participation is a crucial aspect in supporting the success and sustainability of ecotourism management in Tablasupa Village. Field data shows that community involvement, whether through tour guides, homestay management, or facility maintenance, directly contributes to smooth operations and environmental preservation. An effective institutional model must be able to facilitate active participation through mechanisms that foster a sense of ownership, for example through community involvement in decision-making related to resource management and the distribution of economic benefits (Jeelani et al., 2023). Furthermore, providing incentives in the form of training, awards, or additional income from ecotourism activities can increase motivation and commitment to participation. The findings also emphasize the importance of youth empowerment programs, such as guide training, ecotourism-based creative business development, and educational activities, to ensure leadership regeneration and continued participation across generations, thus ensuring inclusive and sustainable ecotourism management (Fletcher et al., 2023).

The research revealed that cross-sector collaboration with the government, NGOs, academics, and the private sector is a strategic aspect in strengthening adaptive ecotourism institutional models. Based on field data, NGO involvement in conservation training, support from the Tourism Office in promotion and human resource capacity development, and academic contributions in ecosystem research and monitoring provide significant added value to ecotourism sustainability. The private sector also plays a role through financial partnerships and tourism product promotion (Thompson, 2022). For this collaboration to be effective, the ideal institutional model requires formal roles, responsibilities, and coordination mechanisms, for example through a memorandum of understanding or formal cooperation agreement. This approach ensures synergy between partners' contributions, enhances institutional capacity, expands access to funding, and encourages innovation in ecotourism programs, including the development of new products, digital promotion strategies, and ongoing educational activities for local communities (Acharya et al., 2022).

The research results indicate that the quality of human resources (HR) is a determining factor in the effectiveness of ecotourism management institutions. Based on field data, most management group members possess basic managerial skills and an understanding of environmental conservation, but their capacity in

professional marketing, program innovation, and financial management still needs improvement. Therefore, a professional institutional model should emphasize member capacity development through management training, digital marketing strategies, homestay management, and conservation practices (Geng et al., 2024). In addition, recruitment, rotation, and evaluation mechanisms for members need to be implemented systematically to maintain competence, increase motivation, and ensure operational sustainability, so that ecotourism management can take place effectively and not be hampered by limited expertise or inadequate long-term capacity (Cabral & Dhar, 2020).

The research findings indicate that a stable and sustainable funding mechanism is crucial for strengthening ecotourism management institutions. Field data shows that the management group in Tablasupa Village currently relies on membership fees, tourist entrance fees, and sporadic donations, leaving limited financial capacity for facility development and program innovation. Therefore, a strategy of diversifying funding sources is crucial, for example through government grants, partnerships with the private sector, and the development of ecotourism-based creative businesses, to reduce dependence on a single funding source and minimize financial risk (Nunkoo et al., 2023). An effective institutional model also needs to be able to manage the budget transparently and efficiently, while prioritizing investment in tourism facility development and program innovation so that operational sustainability and service quality can be optimally maintained (Ramaano, 2021).

The research revealed that one of the main objectives of the institutional model for ecotourism management is to synergize environmental conservation with community economic empowerment. Based on field data, ecotourism management in Tablasupa Village strives to maintain a balance between preserving the Cenderawasih habitat, responsibly utilizing tourist sites, and distributing economic benefits to the local community through homestay management, tour guide services, and the development of tourism-based creative businesses (Torkington et al., 2020). Effective institutionalization requires a clear strategic vision, systematic monitoring and evaluation mechanisms to assess ecological and social impacts, and the active involvement of all stakeholders, including residents, government, NGOs, and academics. This approach ensures that ecotourism management focuses not only on economic aspects but also supports ecological and social sustainability, thereby simultaneously achieving habitat conservation and improving community well-being (Frías-Jamilena et al., 2022).

The research revealed that the effectiveness of decision-making within ecotourism management institutions is largely determined by a transparent structure, clear procedures, and consultative mechanisms among members. Based on field data, the management group in Tablasupa Village regularly holds meetings and discussion forums to discuss operational policies, resource allocation, and tourism program development, ensuring that every strategic decision receives input from all internal members (Perkumiené et al., 2020). In addition, regular coordination with external parties, including government,

NGOs, and academics, is conducted to ensure that decisions align with regulations, conservation practices, and the needs of local communities. This approach increases accountability, reduces the risk of internal and external conflict, and strengthens the legitimacy of ecotourism programs in the eyes of the community. Thus, a participatory and structured decision-making mechanism serves as an important foundation for sustainable and professional ecotourism management (Arbolino et al., 2021).

The research revealed that adaptive and long-term-oriented ecotourism management institutions require sustainable innovation mechanisms. Based on field data, managers in Tablasupa Village have developed new tourism products, such as educational tour packages, local craft workshops, and bird-of-paradise observation, as well as utilizing social media and digital platforms for promotion and marketing (Mandić, 2020). In addition, the application of information technology, such as online reservation systems and documentation of conservation activities, contributes to improving the visitor experience and operational efficiency. An effective institutional model must be able to integrate creativity with professional practices, including in program planning, service quality monitoring, and human resource management, so that ecotourism is not only ecologically sustainable but also has strong competitiveness at the regional and national levels, is able to attract more tourists, and supports the improvement of the economic well-being of local communities (Ocelli Pinheiro et al., 2021).

An ideal institutional model for ecotourism management requires comprehensive integration between formal legality, cross-sector coordination, community participation, human resource capacity, funding diversification, transparent decision-making, and program innovation to ensure ecosystem sustainability while empowering the local economy. Formal legality, manifested through regional regulations and government policies, provides a strong legal foundation for ecotourism management, while ensuring the protection of habitats and species, such as the Bird of Paradise. Cross-sector coordination between the government, communities, academics, and the private sector strengthens synergy in the planning and implementation of ecotourism programs, as seen in the development of ecotourism in Sawendui Village, Yapen Islands Regency, which involves various stakeholders in conservation and community empowerment (Sobhani et al., 2023). Community participation through a pentahelix approach, involving government, communities, academics, the business sector, and the media, fosters a sense of ownership and program sustainability, while also enhancing human resource capacity through conservation-based training and education. Funding diversification, including through public-private partnerships and conservation incentives, is crucial to supporting the financial and operational sustainability of ecotourism. Meanwhile, transparency in decision-making and program innovation, such as the integration of scientific research and environmental education, make ecotourism a vehicle for research and field learning for the conservation of the Cenderawasih bird and Papua's tropical forest habitat. With this approach, the

institutional model for ecotourism management is expected to build a professional, participatory, adaptive, and sustainable ecosystem, so that the goals of Cenderawasih habitat conservation and local economic empowerment can be optimally achieved (Mallick et al., 2020).

CONCLUSION

The research findings indicate that the successful management of Cenderawasih ecotourism in Amai, Tablasupa Village, Jayapura Regency, relies heavily on the synergy between formal legal aspects, cross-sectoral coordination, community participation, strengthening human resource capacity, diversifying funding sources, transparency in decision-making, and program innovation. Strengthening regulations through village regulations and government policies provides a solid legal basis for Cenderawasih habitat conservation, while coordination between the government, communities, academics, and the private sector increases the effectiveness of program implementation and strengthens conservation collaboration. Community participation through a pentahelix approach and conservation-based training has been shown to enhance local capacity and strengthen ownership of ecotourism, while diversifying funding through public-private partnerships and conservation incentives supports the program's financial sustainability. Furthermore, program innovations that combine scientific research, environmental education, and ecotourism activities create educational experiences while strengthening conservation efforts. Overall, the institutional model implemented in Tablasupa has proven capable of building a professional, participatory, adaptive, and sustainable management ecosystem, thus optimally achieving the goals of Cenderawasih conservation and local community economic empowerment.

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Suggestion

Based on the research findings, it is recommended that the management of Cenderawasih ecotourism in Amai, Tablasupa Village, Jayapura Regency,

continuously strengthen the formal legal aspects by improving village regulations and government policies that support habitat conservation, while simultaneously improving cross-sectoral coordination between the government, communities, academics, and the private sector to strengthen conservation synergy. Furthermore, community participation needs to be continuously intensified through a pentahelix approach and conservation-based training programs to increase human resource capacity and strengthen the sense of ownership of ecotourism. Efforts to diversify funding sources, including through public-private partnerships and the provision of conservation incentives, should be expanded to ensure the financial sustainability of ecotourism management, while innovative programs that integrate scientific research, environmental education, and ecotourism activities need to be continuously developed to create educational experiences that support conservation. Overall, the implementation of these suggestions is expected to build a more professional, participatory, adaptive, and sustainable management ecosystem, so that the goals of Cenderawasih conservation and local community economic empowerment can be optimally achieved.

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