

Musina Municipality tourism management and strategies: a sustainable-eco-tourism inclusive business insights for the town, abutting peri-urban and countryside existences

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Abstract

Purpose – This inquiry examines Musina Municipality’s tourism development states and strategies with “a study of existing documents and respondents’ acknowledgments on their conceived engagements on tourism administrations in Vhembe District, Limpopo Province, South Africa.” Imports of sustainable tourism and community subsistence have developed in modern years. Yet, not numerous such investigations centered on synergies inside the assorted characters of tourism and their businesses. Besides, meaningful aid to promote local settlements and sustainability in provincial districts is not modestly perceived. Hence the foremost aim is to appraise a strategy for consolidating tourism as an instrument for sustainable local community development (SLMD). The examination reasons that Musina Municipality has abundant tourism feasibilities and natural resources but requires a more diverse dependable tourism plan around the ecotourism market to permit the local inhabitants while promoting environmental sustainability.

Design/methodology/approach – To grasp the dynamics of tourism actualities and their management around the communities in the Municipality, Focus group discussion (FGDs), surveys, interviews and existing document inspections, supplemented by field observations, were appropriated. Consequently, Microsoft Excel, Cross-tabulation and manual sorting of data interpretation systematized the exploration of the data. The features supplementing the antecedent and modern tourism states toward sustainable-eco-tourism enterprises and assorted welfare in Musina Municipality got explained.

Findings – This study exposes an inoperative unity between sustainable tourism initiatives and ecotourism imperatives. The aforesaid could work enthusiastically on multiple forms of rural tourism in the adjoining local populations and the uprightness of urban tourism in Musina town. So, it has deliberated a basis for a conventional, sustainable, and ecotourism-bound market-orientated tourism approach to allow the local neighborhoods in Musina Municipality and its foundation toward the intact Province.

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The author profoundly recognizes the editors and anonymous reviewers for their auspices and direction on the manuscript. The authentic eco-tourism management, agroforestry and environmental law certifications from the University of Pretoria Tourism Management Division and Centre for Environmental Studies grew this appropriate analysis and is duly acknowledged. Henceforth, biogeography, conservation biology, urban and regional planning courses from the University of Venda Environmental Sciences School and Biological Sciences Department provided in-depth knowledge and were whole research partakers in the study area. SANSA Earth Observation is worth fitly complimented for the allotment of this survey.



Originality/value – Musina Municipality is among the renowned desiccated precincts in the North of Limpopo Province in South Africa. It got designated by the poverty-stricken rural populations. A predicament is kindred to various agricultural societies elsewhere in the world. The Municipality nevertheless grounds itself in a diverse tourism-based exhibition within the Limpopo province, the Vhembe region. Such particularized wealth manifest through ecotourism-based realities akin to the Nwanedi Provincial Park (NPP), Tshipise Forever Resort (TFF), Nwanedi Resort (NN) and many others.

Keywords Rural communities, Ecotourism, Sustainable tourism strategy, Entrepreneurship, Environmental management, Sustainability

Paper type Research paper

1. Introduction

The tourism business and its expansion are within the government preferences (DEAT, 2000a, b, Kirsten and Rogerson, 2002; Ramaano, 2008, 2019). As to Tecel *et al.* (2020), infrastructure, capital, awareness of global marketing and tourism enterprising are the fundamental constituents for advancement in the tourism quarter. To that effect, local economic development and sustenance can be profound; through activities such as foreign direct investment (FDI) and many possibilities. Such particularized can be essential for the Municipality and inhabitants. Thus, there is a necessity for tourism financing, considerably crucially in the rural territories. Consequently, the Musina area settlements need such approaches for their subsistence (South Africa, 1996). So for enabling the side-lined and previously disadvantaged individuals (PDIs), Musina Tourism Plan (2006) operated in the preceding cycles directed toward the advancement of tourism. Among others, such systems were the planning of the Musina copper mine as a tourist leverage item. The development of a museum that displays the history of the expanse and its lush natural and cultural assets was precedence. To that end, an abutting recreational town park was also part of the plan. Therefore, to render to the predominant demands of the more modern peers alongside smart town progression.

The founding of the tourism map that associates the Kruger National Park and the Mapungubwe National Park throughout Musina and the selection of its convenient situation among the two National Parks were among the precession of the ensued project. Indeed, the tourism information center had always been a too-tiny venue for tourism information markets. Therefore, there was also a layout to develop it. However, to this juncture, the tourism information center remains the tinier size as it was formerly. The seeding of more extra baobab trees to landscape the border Town area was also a preference at that spotlight. Henceforth a culturally anchored place branding and urban tourism tact to lure tourists. Indeed along with the integrity of smart tourism and comprehensive marketing strategies within the ideals of the Internet, commercial, social marketing and sustainability programs. Yet, with Ramaano (2021b), such a plan and many others never evolved to prosper. That being so, the tact also settled around creating cultural villages directed at the industrial structure of Musina Town and the establishment of more accommodation amenities to expand tourism enterprises within the milieu and the entire region. Admittedly, Musina integrated development plans (IDPs) alongside local economic development strategies (LEDs) preparations had beforehand outlined a diverse arts and craft center in Musina Town that entailed the Tsogang beads-making scheme in one of the Wards of Nancefield. So, for stimulating community development and empowerment. Per the specified, amid the early plans of Musina integrated development plan (IDP), the spotlight on tourist magnetism and retailing purposes of the Blouberg Mountains were significant. All days area to the western side bound Platjan border post, the R524 and R522 roads from Vivo in the west to Louis Trichardt and the road to Punda Maria in the southern side of Kruger National Park was indeed part of the plan. To that end, Limpopo River, the northern side linked Botswana and Zimbabwean borders, and the eastern side associated Mozambican environs were among the highlighted tourism development and environmental management spheres (Kayamandi development services, 2007; Musina Municipality, 2018).

Admittedly, despite several remote rural areas encountering obvious hurdles for providing their populations and alluring tourists, social and traditional entrepreneurs are integral in generating new ideas, commodities and enterprises toward envisioning a prospect for the area (Mottiar *et al.*, 2018). Therefore, the Musina Municipality communities can capitalize on the diverse cultural resources bases and the abounding biodiversity. To that extent, given an empowering public policy and tourism development program, subsists social and indigenous entrepreneurial platforms, such as in arts crafts and retailing of natural biodiversity commodities with tourism links and values.

The prior ambitions of the tourism enterprise were phased as follows:

- (1) To section the tourism potential of the region to magnify its capability;
- (2) To key out and support the implied function of each tourism hot spot in the extent of the entire environment;
- (3) To characterize the location of the region in the provincial, national and Southern African tourism meaning;
- (4) To generate a holistic appraisal of the tourism potential of the region;
- (5) To explore tourism assets/background as priorities for preservation;
- (6) To discover preferences for expansion; and enforce short- and longer-term plans, to commence with the progress of tourism infrastructures (Kayamandi development services, 2007; Musina Municipality, 2019; Ramaano, 2019, 2021b).

Along with the plenteous natural biodiversity, there has been a deficit of scholarly outputs within tourism, ecotourism retailing and its synergy towards livelihoods and environmental management considerations in Musina Municipality and the communities. Hence, this study intends to build on the only available source of the IDPs, LEDs documents and recent Ramaano's endeavors on tourism prospects within the Municipality. Accordingly fills such an extant gap and exclusively contributes academic knowledge and rationale for the study. Therefore, the problem statement defines that the Municipality has long been conscious of the benefit of biodiversity and livelihood gaits that tourism can implement within its community. Nevertheless, the absence of accuracy and flexibility around their earlier plans has deluded such conceptions at the expense of proper ecotourism development and livelihoods enhancements. The study question revolves on: How can we devise a tourism-based local community development approach in Musina Municipality? This study suggests that by evaluating the Municipality's previous tourism plans and strategies alongside extant diverse views from the community, one can produce fundamental data highlighting implied significant sustainable-eco-tourism business perspectives. Therefore, to be blended within the prevailing and inherent tourism enterprises for community advancement and sustainability in the study region. Consequently, for the imperative augmentation of knowledge from this investigation. Thus, such resultant mediations and programs could be essential indicators for other related municipalities directing wildlife and biodiversity reserves for tourism, community improvement and environmental management purposes.

1.1 The relation of ecotourism to South Africa and the study area tourism aptitudes

Pfarr (2001) holds that the thoughts of sustainable development, sustainable tourism and ecotourism entirely represent comparatively implications that have been the case of the argumentative equivalent since the 1990s. With Hill and Gale (2009), ecotourism got described as nurturing sustainable management of natural spaces, entailing educative and conservation-supporting components. Beaumont (2011) asserts that ecotourism can be distinguished by three central principles: nature, learning and sustainability. Therefore it

dwells on environmental, social and economic efficiencies. He thus cautioned that the ecotourist business shifted more toward nature and learning criteria only; than sustainability. Nonetheless, Ryan *et al.* (2000) held that ecotourism could be culturally inclined around consumerism habits. Hence, their learning encounter on the Australian case study of ecotourism experiences within the Fogg Dam Conservation Area. Therefore, ecotourism has to be a kind of tourism that encourages experiencing natural environments while improving environmental preservation, conservation and betterment of livelihoods. To that end, Barzekar *et al.* (2011) remind us that ecotourism got universally admitted as the efficient model of sustainable development. Similarly, Vijay and Ravichandran (2013) asserted that ecotourism is a concept that originated as a result of the demand to consolidate conservation and sustainable development. With that, Yen-Ting *et al.* (2014) and Conway and Cawley (2016) comprehend ecotourism as a representative of nature-based tourism enterprises. Consistently Diamantis and Ladkin (1999) and Djuraeva *et al.* (2016) all designated that ecotourism is part of nature-orientated tourism. Hence, South Africa and its distinct climates extend from hot in the southeast to the wilderness. Therefore, the prospect encompasses the extent from Spectacular Mountain to tremendous grass meadows from coastline to meandering rivers to desert hills central regions. There is indeed a need for sound and web-based ecotourism marketing in line with tourism and hospitality integrity. With that, the wildlife is considerably diverse than just the famous Big Five and got underpinned by a refined biological multifariousness (Valentine and Birtles, 2004; Ramaano, 2008; Snyman, 2017). Hence it necessitates several catalysts and various role players in better ecotourism management and marketing for livelihoods advancement. To that effect, technology, Internet marketing and new economy dimensions are deemed crucial to modern diverse business and tourism ambitions (Mkwizu, 2020; Stylos *et al.*, 2021). It thus can also prove vital for sustainable and ecotourism resources within the Municipality that possess treasures such as the Mapungubwe National Park (MNP), also known as the Mapungubwe Cultural Landscape (MCL).

Admittedly, ecotourism is by almost all tourism practices in rural regions; applications such as adventure tourism, cultural tourism, heritage tourism, geotourism and agritourism and significant for community sustenance and environmental management. Indeed, Musina Municipality also owns a diversity of initiatives. Projects constitute prescribed agricultural systems and rain-based cultivation lands. Consequently, collectively with ecotourism efforts, Agri-tourism is one of the attractive patterns of tourism to be conceivably employed and drawn into its absolute potential in Musina Municipality (Ramaano, 2019, 2021a, b, c).

1.2 The effective and technological base of sustainable tourism, sustainable development and sustainability

This probe upholds the rationales and approaches of sustainable tourism. Sustainable tourism, sustainable progression and sustainability are utilized mutually in the paper. Consequently have shared ideals in environmental, human and commercial responsibilities (Holden, 2003; Liu, 2003, Ryan, 2003; Ramaano, 2019). Thus, ecotourism is a model of sustainable tourism that conserves the environment while improving the livelihoods of the local communities; the Musina Municipality can derive subsistence from the raised biodiversity management anchored in stabler ecotourism practices (Ramaano, 2008). Walker and Moscardo (2014) maintain that the connection linking tourism and sustainability is multifaceted, with substantial consideration adjusted to ecotourism's capability to prompt sustainability. With that, ecotourism provides the responsible alternative to tourism that promotes the conservation of the intrinsic value of biodiversity toward environmental management quality. It functions as an improvement tact to develop a self-sustainable operation to aid preserve and considerably heighten the ecosystem through the revenue created by its initiatives (Ashok *et al.*, 2019). Hence it is akin to socio-economic and

environmental rationales of sustainable development and sustainability imperatives. Dismally applied ecotourism practice may still contribute unfavorably to the environment through activities like environmental pollution and degradation. However, a well-orchestrated policy and sustainable tourism parameters often surpass its possible menace. Accordingly, there is a call to return the tourism communities around sustainable-ecotourism guidelines within broad marketing platforms and Internet-bound commercial marketing.

1.3 Nexus of the Internet, digital economies and sustainable tourism resources marketing

Indeed, [Barua et al. \(2000\)](#) expressed that Internet technologies and administrations have developed more swiftly than anyone could have envisaged in modern times, initiating up current verges of synergy between consumers, businesses and trading Allies. Onward, [Xiang \(2012\)](#) attested that due to the accelerated evolution of the Internet, network experience and communication became more prestigious and notable cultural soft power, expressly in cities. [Sukhodolo et al. \(2018a\)](#) assert that, notwithstanding the central role of market self-management in the modern Internet economy, the main load on the nation differs from one country's market operations to another. Therefore, [Sukhodolov et al. \(2018b\)](#) remind us that the prevailing environment for the development of the Internet economy in modern Russia could reflect as favorable; and it is related to the presence of akin stipulations such as its vivid expanding support for production. Unlike the regular product, Internet merchandise has its specificity manifested in non-material quality such as low level of data transmitter and connection to its source amongst its versatile rationale qualities ([Sukhodolov et al., 2018c](#)). The stipulated is akin to the examination by [Myers et al. \(2016\)](#), suggesting the necessity for combined web-based heritage management for sustainable development in South Africa. Hence suitable for sustainable tourism resources management and marketing. With that, [Mkwizu \(2020\)](#) appraised the valuable digital marketing opportunities for tourism businesses and development in Africa. Similarly, [Xiang \(2011\)](#) held that Beijing is one of the most exceptional Internet endorsing cities in China. Thus generally accredited to its cultural advancement and accomplishment. Therefore relative to this review, [Mango et al. \(2021\)](#) view that web-based GIS is essential for managing and developing tourism in sub-Saharan Africa. The aforementioned could sustain the now and feasible tourism aspirations within appropriate tourism strategies, particularly in the study area ([Hosseinjanizadeh et al., 2021](#); [Ramaano, 2019](#)). Indeed, [Ridwana and Himayah \(2020\)](#) have appraised the utility of geographic information systems (GIS) and remote sensing in tourism development, management, marketing and appropriateness of new ventures, liaising with the environmental situations in Indonesia. Such specified manifest the imperative value of Internet economies within the paradigms and rationales of digital and new economies. The particularized attest to the intrinsic essence of well-orchestrated tourism management and marketing policy in tourism expansion and hospitality resources. Hence, a need to apply integrated marketing purposes such as operational and imperative social marketing paragons for a thorough and sustainable marketing strategy. To that impression, social marketing necessitates the employment of commercial marketing strategies and schemes to elevate the well-being of societies and their linked physical, social and economic contingencies; and could be vital for the study area's sustainable-eco-tourism, hospitality and resources endeavors ([Lefebvre, 2013](#); [Ramaano, 2021a](#)). The next part displays the study area and methods.

2. Study area and methods

2.1 Location and attributes

Musina Municipality is a group of the Vhembe District Municipality. It is positioned in the far "North-Eastern" part of the Limpopo Province, abutting Zimbabwe in the North and

Mozambique in the East through the Kruger National Park (KNP) (Ramaano, 2019). See (Figure 1) for the location map (Musina Municipality, 2019). Plate 1 shows Nwanedi Dam signage around Folovhodwe/Gumela villages within the Nwanedi Nature reserve jurisdiction.

Hence, Figure 2 presents the location of Musina Town (in Musina Municipality) throughout Mapungubwe National Park (MNP) and a World Heritage Site (WHS), and Transfrontier Park Project. Thus (Plate 2), shows Nwanedi Resort’s second entrance Gate within Musina Municipality and the study area. Therefore (Plate 3) shows a park, residential and chalets view of “Nwanedi Resort”. Plate 4 presents a portrait of the reception front door of the “Big Tree Holiday Accommodation lodge around the Big Tree Nature Reserve” in Zwigodini (Madifha) village.

Preservation areas include the Musina and Nwanedi Nature Reserves and Kruger National Park [Pafuri Gate] (Musina Municipality, 2011, 2019; Ramaano, 2019).

2.1.1 *The capacities for sustainable, eco-tourism and sustainability pursuits.* Domboni Mountain and its extraordinary caves and cliffs, coincidentally with the cultural and rural treasures of “Folovhodwe Tshaluwi fountain and rural campsite” and human artifacts (crafts), support the cultural, heritage and ecotourism activities of the Municipality; therefore,

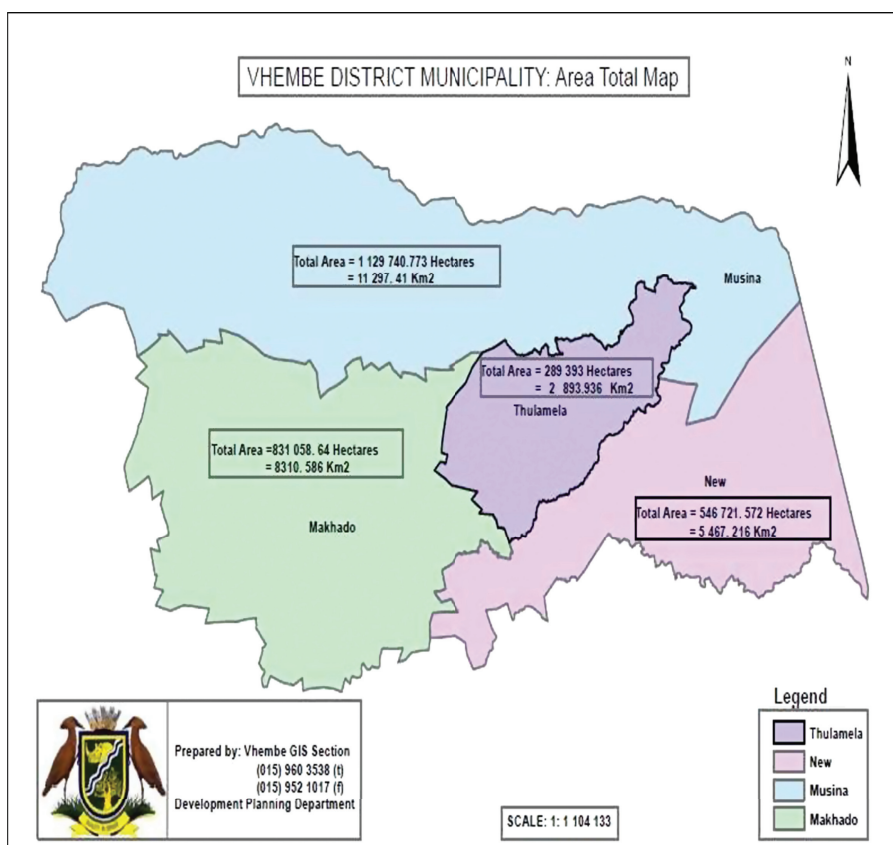


Figure 1.
Location of the
study area

Source(s): Musina Municipality (2019)

the sustainable tourism development and ecotourism potentials in common. To that end, Dambale Bushmen rock art and Ha Mukununde and Domboni Mountains and their biodiversity plus associated caves; aligning with geotourism nature. Therefore, it is a probability of collaborations between agritourism, hospitality and more sustainable tourism advancement openings (Ramaano, 2021a, b, c, d, e, f). It is accordant with Etokakpan *et al.* (2019), positing that most governments are endeavoring to accomplish sustainable economic growth. However, the various programs examined in emerging economies are tourism and agriculture. Therefore, there is a potentially harmonious relationship between tourism



Plate 1.
Nwanedi Dam signage
within Nwanedi Nature
Reserve in Musina
Municipality

Source(s): Researcher (2019)



Figure 2.
The situation of
Musina Town (in
Musina Municipality)
around Mapungubwe
National Park (MNP)
and Transfrontier Park
Project

Source(s): www.sa-venues.com (2013)

and agricultural enterprises. To that account, existing within the dimensions of agritourism and ecotourism.

2.2 Data and methods

The methods employed in this study were intended to estimate the Musina Municipality's tourism development, management and strategies in the study area. The study used a mixed-methods design with quantitative and qualitative surveys. In the process, it had considered



Source(s): Researcher (2019)

Plate 2.
Nwanedi Resort second
entrance Gate within
Musina Municipality



Source(s): Researcher (2019)

Plate 3.
A park, residential and
chalets view of
'Nwanedi resort'



Source(s): Researcher (2019)

Plate 4.
A snapshot of
reception front door of
the "Big Tree Holiday
Accommodation lodge
around the Big Tree
Nature Reserve" in
Zwigodini (Madifha)
village

all the ethical research procedures. The research applied document reviews and questionnaires as the fundamental research techniques. Hence it used purposive sampling, giving a logical outcome. A purposive representation is a non-probability example based on the features of a population; furthermore determined by the goal of the study. The motivation for adopting this type of sampling was to achieve a representative sample by using fair judgment. Thus it would succeed in keeping time and money (Patton, 2001; Ramaano, 2019, 2021a, b, c, d, e, f).

2.2.1 Sample size calculation and justifications of the study. The sample size got calculated utilizing Taro Yamane’s formula, $n = N/(1 + Ne^2)$, where n is the sample size, N is the population size and e is the precision level. The sampled study area, Folovhodwe, Gumela, Tshipise and Zwigodini villages in Musina Municipality, has 4,947 populations. Consequently, putting the sampling precision at 5% (i.e. $e = 0.05$), the sample size of the study area was determined as follows:

$$\begin{aligned} n &= N / (1 + 4947 \times 0.05^2) \\ n &= 4947 / (1 + 4947 \times 0.0025) \\ &= 370.0766 \\ &= \mathbf{370} \end{aligned}$$

Therefore, the sample size held around 370. So, four villages got purposively elected. Introducing; Folovhodwe, Gumela, Tshipise and Zwigodini are adjacent to several tourism ventures such as the Nwanedi Nature Reserve and Resort (Plate 2). The impoverishments and settlement of the villages adjoining the protected areas motivated the decision of the study area. Therefore, selected areas also proximate to Luphephe Dam, Sagole spa “Hot Spring” and the “Big Tree Nature Reserve” among others. Hence Table 1 confirms the allocation of questionnaires within the selected communities in the Musina municipal expanse. Consequently (Table 2) outlines the allocations of focus group discussions from assigned questionnaires on communities in the study area.

Table 1.
Selection of villages and calculation of sample size

Villages	Population	Calculation formula and percentages	Sample size and allocation of questionnaires per villages
Folovhodwe	2,806	$57\% \times 370 = 210.9$ (Rounded to 211) = 211	211
Gumela	383	$8\% \times 370 = 29$	29
Tshipise	1,052	$21\% \times 370 = 77.7$ (Rounded to 78) = 78	78
Zwigodini	706	$14\% \times 370 = 51.8$ (Rounded to 52) = 52	52
Total	4,947	100%	370

Source(s): Musina Municipality (2011, 2019)

Table 2.
Allocations of focus group discussions from designated questionnaires on villages in the study area

Villages	Focus group discussion individuals per village
Folovhodwe	5
Gumela	5
Tshipise	5
Zwigodini	5
Total	20

Source(s): Musina Municipality (2011, 2019), Ramaano (2019, 2021a, b, c, d, e, f, g, h)

As earlier mentioned, the study was based essentially on document reviews, and household surveys, along with focus groups and field observations. Data were gathered employing both primary and secondary methods as per the essence of the study. Therefore, data got accumulated through (1) reviews of existing documents (predominantly gathered from Musina Municipality's IDP documents and Kayamandi development services) [Document reviews between 1 March and October 2019] (2) questionnaires ($n = 370$), (3) focus group discussions ($n = 20$), (4) field observations (field observation got conducted simultaneously with questionnaire surveys and focus group discussions between 1 March and 15 June, pictures were captured). Identified sources had mixed patterns for connection times. Some selected morning gatherings while others concluded afternoon slots. Thus, the distance part guided research gatherings. With that, the entire examination process, closer areas received morning slots, whereas afternoons catered for further ones. Therefore, mixed data from the participants got collected.

Significantly, document reviewing got aimed at understanding the chief content of the research. Hence, document reviews, focus group discussions and field surveys separately supply questionnaire information. Primary origins were the sources such as witness descriptions of the event. So, secondary references were one step separated from primary sources and incorporated not eyewitnesses (Esterberg, 2002; Ramaano, 2021a, b, c, d, e). Besides, Dillon and Murphy (2008, p. 62) pointed to secondary data as reported data made by other specialists for ideas other than the particular research need at hand. Finally, secondary data were the beforehand assembled data. Therefore, for some outlines and not broadly dispensed (Ramaano, 2021a, b, c, d, e). For this study, the secondary data were chiefly sourced from the Musina Municipality's (previous integrated development plans) IDPs and (local economic development strategies) LEDs amid other sources. Thus also propped by the comprehensive review of sets of literature. Quantitative and qualitative data analyses were utilized for the study. So, by implementing Microsoft Excel, Spreadsheet, cross-tabulation analysis and Manual adjustment of focus group discussion data.

2.2.2 Types of the obliged data and their purpose. Data on the demographics were necessary. Data on the presence and analysis of the turnaround plan by the local traditional leaders and the local communities on sustainable tourism were gathered. The specified information was obtained to evaluate the professional abilities of the Musina Municipality sustainability of tourism businesses. Data on the contemporary tourism and earlier approaches of the Musina Municipality were accomplished. The aforesaid was essential to hint on future mediations and possible effective systems to consolidate tourism in local community development in Musina municipal expanse. Therefore, directions and insights on implied and conceivable role players in tourism pursuits were implicitly significant. The subsequent sections present results and discussions of the study.

3. Results and discussions

3.1 The demographics (gender and age groups) within the households in the study area

Accordant with the nature of descriptive data, the study area held 46% of females plus 54% of males. Hence, the aggregate majority is the 20–46 age group, which reproduced 50.8% countered to other age groups. There is an aggregate number of 35% of the respondents aged between 46 and 65+. Higher than 21% of the respondents held some tertiary education, 33.7% received secondary level also 33.7% encountered primary level, whereas 11.6% owned no formal education. The household size differed from 1–2 to 7+ members. Nonetheless, the higher household proportion (37.2%) contains 3–4 and 5–6 members, respectively whereas, 13.4% of respondents own 7+ members. Therefore, 11.6% of the respondents possess 1–2 members. The latter is easy to maintain against those with more (Ramaano, 2019). With that, tourism can perk people of both genders by its positive job programs. Moreover, it furnishes

educational essentials for both age groups in proprietor provinces inside the precise policy and strategies accomplishment. Consequently, overcoming financial tensions for several family sizes within the rural districts.

3.2 Turnaround tact for establishments, sustainable tourism and ecotourism marketing

3.2.1 Replies on “any turnaround strategy planned by your traditional leaders, local associations and communities for sustainable tourism in their area”. Compatible with the quantitative data analysis, evidence (in Table 3) points that overall, 90% of respondents from focus group discussions indicated no turnaround strategy organized by the traditional leaders, local associations and local communities for sustainable tourism in their area. Hence, only 10.0% asserted some positivity about the strategy. Ultimately, 20% each from Folovhodwe and Zwigodini villages represented those who said yes. The latter emphasizes the demand for critical interventions for a potentially effective web-based tourism strategy for community development in the study area (n = 20). (Focus group discussions within all the sampled villages [mornings and afternoons] 17/18/19/20 March 2019).

Therefore, along with the qualitative approach from the ensued data, the focus group participants’ responses, quotations were aired.

A respondent in Folovhodwe village said, “there seem to be poor negotiations and relationship between us and the adjacent protected area of Nwanedi, hence even us we never prioritize meetings to resolve such poor relation towards a focused tourism strategy and livelihoods.”

One participant in Gumela village said, “Not long ago we had a meeting, with the presence of the traditional leader to try to engage the community with the park and reserve management in improving tourism and conservation. Hence for benefits to local communities; good things were promised, but they never came to fruition.”

A participant in Tshipise village got quoted saying, “my friend, this thing is complex. There are many rumors of the funds that were meant for development trust to rejuvenate the Spa around the geothermal spring through the involvement of the local community, have witnessed nothing happening this far.”

A participant in Zwigodini said, “I do not know much about conservation and tourism development, but I heard that the Big Tree and the reserve is under a trust to empower the local community. But I worry that how can it be possible when no flourish tourists are coming by.”

Table 3.
Respondents’
responses on any
planned turnaround
strategy

		Focus group discussion Q 9.2 (b) is there any turnaround strategy planned by your traditional leaders, local associations and communities for sustainable tourism in your area?		
		No	Yes	Total
Gumela	Count	5	0	5
	%	100.0%	0.0%	100.0%
Folovhodwe	Count	4	1	5
	%	80.0%	20.0%	100.0%
Tshipise	Count	5	0	5
	%	100.0%	0.0%	100.0%
Zwigodini	Count	4	1	5
	%	80.0%	20.0%	100.0%
Total	Count	18	2	20
	%	90.0%	10.0%	100.0%

Source(s): Focus group discussions by the Ramaano (2019)

3.2.2 *Survey data and residents.* Harmonious with the quantitative data analysis, 356 respondents from the locals reacted against having any turnaround strategy outlined by the traditional leaders, local associations and communities for sustainable tourism practices within their area. The other opposition figure contains 14 respondents who reacted positively to the actuality of such a plan. As before-mentioned, (96.2%) of respondents registered a (No) acknowledgment. On the correlated part (3.7%) said “Yes” to the specified strategy ($n = 370$). [Questionnaire survey within the four sampled villages distributed between the mornings of 1 March to afternoon 30 April and collected between the mornings of 15 May to afternoon 15 June 2019]. Therefore, consonant with the captured data, the subsequent explanations manifest the *qualitative* nature of the analysis.

3.2.2.1 Illustrations on “what such strategy is.” Section B.Q6 (a) (i) explains to us what it is. Therefore, for the follow-up probes and enquired explanations, much as only 14 respondents reacted “yes” to the reality of the turnaround management designated by the traditional chiefs, local associations and villages for sustainable tourism in their region. Nonetheless, nearly all of them slipped to supply any implication as to what such tacts include. They would tick “yes” but goofed to direct either any further elucidations or significant exposure on such. For the slight figure who attempted to present any disclosures, their descriptions resembled illogical hearsay without accuracies. The particularized is about an experience that they revealed something they learned about many years down the line. Tshipise village, for a matter, they talked about the meetings to renovate the Sagole Spa. Hence, such a gathering amid related others got reported as a case failure. It was sheer that tourism enterprises are generally trying and way indolent within the ecotourism market ideals. To that end, there is a desperate demand for a peculiar market-directed tourism strategy (Ramaano, 2021a, b, c, d, e). Admittedly, the wholeness of heritage support can advance community livelihoods within the region. Consequently, it got characterized that tourism is not exercised sustainably within the region. Akin to Spenceley and Snyman’s (2017) utterance on best practices in protected area tourism about World Parks Congress (WPC) held in Durban, Kwazulu Natal Province, South Africa in 2003, there is a legitimate influential call for a possible adequate tourism policy strategy to adjust tourism administrations and management matters in the study area. With that, Yang *et al.* (2014) remind us that sustenance of culture is integral to a sought of an impartial destination alongside the judicial influence of governments, power and tension. Thus determine the wheel-of-life path to interpreting tourism expansion in an ethnic-dwelled spectacular region in Xinjiang, China. Indeed, the planning and establishments of tourism enterprises around protected areas require the production of tourism privileges to the intact neighborhood (Ramaano, 2019). To that end, as already hinted, cultural and heritage resources can execute an indispensable role within a latent approach. Thus this study embodies the *raison d’etre* and a fulcrum of a strategy (model) for incorporating tourism as a tool for sustainable local community development (SLMD).

3.3 *Tourism initiatives, turnabout approaches and recommendations*

3.3.1 *Previous plans and pursuances corresponded with the Musina IDPs and other integrated tourism development-related opportunities in Musina Municipality.* The investigation reveals that there is a requirement to incept tourism information seminars and operations between local communities. Past ambitions prompted the collaboration and engagement of all local role-players to express an allowed tourism prospect. Therefore, to improve tourism developments of the region. Furthermore, for building a sturdy and well-established institutional formation to help encourage tourism plan and implementation. In this view, the execution of strategies and schemes seems to be one of the constraints inhibiting new possibilities from coming to fulfillment. Moreover, the development and enrichment of the database of undivided tourism products, and progression of the approachability of substantial tourism data to potential

visitors, have to be prioritized in Musina Municipality. Robust tourism support bodies for developing entrepreneurs and Small, Medium and Micro Enterprises (SMMEs) for tourism and hospitality development openings, consistent training and business advancement should subsist. There is also a requirement to build linkages with the other compasses of the local economy, about the precise interest market, such as the Ven mag mine (Folovhodwe Village) (*for adventure and heritage tourism*), former Messina (Musina) Copper mine (*for heritage tourism*), Venetia mine (Musina Town), Folovhodwe agricultural project, agrarian and game farming (*for Agri and eco-tourism*) operations among other businesses (Kayamandi, 2007; Ramaano, 2019). [Document reviews between 1 March and 15 June 2019]. Therefore, the substantiation of abounding Internet based-marketing operations to promote the Municipalities resources is still significant. The Mapungubwe National Park still demands undivided consideration (Musina Municipality, 2019; Ramaano, 2021a, h).

Such specified narration is consonant with Ryan and Aicken's (2005) urge for commodification and management of cultural resources for sustainable tourism and livelihoods. Such mentioned is consistent with the current fresher motion on Musina Makhado Special Economic Zone (MMSEZ). Hence along with the essence of smart tourism, it foregrounds the significance of the smart city, smart transportations and the improvement of the road system into double lane roads (Ramaano, 2021g). As it stands, and also witnessed by the researcher during field observation, the road system from the side of Tshipise forever resort and neighboring rural villages leading to Musina town is too narrow and degraded, especially on the verge of the town itself. The specified, among other divestments, is not proper for tourism and hospitality flourishing (Kayamandi, 2007; Musina Municipality, 2019; Ramaano, 2019). [Document reviews between 1 March and October 2019]. Along with its ideals, the Symposium appraises the multicultural sustainable development around an integrated Smart City Model within the Vhembe District of Limpopo Province of South Africa. Hence, it underpins the 4th Industrial Revolution [e.g. biotechnology, new materials, smart economy, smart living and advanced digital production (ADP) technologies, etc.] (Univen Smart City Symposium, 2021). Thus, such diversified implications can implicitly influence tourism management and hospitalities administrations for community subsistence and sustainability ideals.

3.3.2 Tourism services, peculiarities and wisdom in Musina Municipality. Some initiatives still need great attention; Songozwi, Nwanedi nature reserve and resort, Mapungubwe and Pafuri are among them. Hence, the principal circumstances that seriously affect tourism safety in the region are inefficient enrolled tourist guides and broken road systems. It gets around that locality securities are not continually near when they are most required. Therefore, the dismantling of ventures' fencing sections by poachers scores the hurdles. Notwithstanding poaching, the damaged path that drives to the Nwanedi reserve and resort is a puzzle that got unfixed from the distant back. In an akin situation, poor road statuses, poaching, racism and tribalism at Makuleke game farm distinguished as the continuous dilemmas (Musina Municipality, IDPs, 2005, 2006, 2011, 2018, 2019; Ramaano, 2021a, b, c, d, e). With that, findings on tourism and hospitality services, marketing and management in Musina Municipality necessitate the big scheme things. Thus, there is a gist for a rejuvenated tourism plan, policy and marketing strategy guided by sustainable tourism ideals, ecotourism principles, Internet economy, services quality, environmental management quality and corporate governance integrity among the management of tourism entities and the entire local community. Corporate governance primarily entails considering the engagements of a company's multiple stakeholders, such as bondholders, superior management administrators, consumers, suppliers, entrepreneurs, financiers, the government and the community.

4. Conclusions and implications

4.1 *Conclusions and policy implications*

The examination reasons that Musina Municipality has abundant tourism feasibilities and natural resources but requires a diverse tourism plan around the ecotourism market to permit the local inhabitants while promoting environmental sustainability. The features supplementing the antecedent and modern tourism states toward sustainable-eco-tourism enterprises and assorted welfare in Musina Municipality got explained. So, it has deliberated a basis for a conventional, sustainable and ecotourism-bound market-orientated tourism approach to allow the local neighborhoods in Musina Municipality and its foundation toward the intact Province.

Aside from the questionnaires and focus group discussions, this investigation focused on the reviews of specific and appropriate documents regarding Musina Municipality tourism advancement subjects like innovative tourism routes extensions. The deliberate focus was on the actual and possible tourism routes and tourism development enterprises, particularly tourism strategy, in the study region. However, and consistent with the system of tourism development policy, [Butler and Ivanovic \(2016\)](#) beliefs that notwithstanding the modern extension of numerous innovative tourism approaches in South Africa, niche tourism such as within cultural heritage tourism promotion is still not the aspired criterion. Akin to [Ramaano \(2021b\)](#), there remained no indication of a reverberating advancement or tourism development policy. Thus, it would progress tourism in excellent community development and natural resources administration in the study region. Therefore, neither persuading endorsement nor a turnaround policy organized toward sustainable tourism enterprises within the local villages and traditional leaders subsisted. As such, the research comprehensively accomplished its commitments via an out-and-out evaluation of the IDP and LED scheme records for Musina Municipality. It thus exhibited both previous and contemporary tourism entanglements. More so for tourism expansion initiatives from Musina Town to the neighboring local populations. The aforementioned was meaningful in remarkably enlisting tourism routes union around Musina Town with other tourism programs. Therefore, this would establish the best strides toward supporting a latent tourism approach. Therefore, to develop the community sustenances through tourism in the study area. The data from entire participants and collecting procedures majorly held the combination between local communities, Government, and Non-Governmental Organisations dealing with rural and sustainable tourism as a possible acceptable alternative for future augmented tourism efforts within the area ([Ramaano, 2019](#)). It was widespread that there is a requisite demand for a turnaround and powerful tourism development tact and policy. The program will stay on the wealth of natural and cultural reserves, plausible and diverse tourism, and hospitality-bound enterprises found in the region. Therefore, it would be imperative to the sustenances of societies. The study has refuted the general misconceptions toward remoteness and unproductivity heights concerning rural regions. It has instead appraised rural expanses as a more suitable alternative for tourism purposes, ranging from cultural, ethnic to ecotourism, adventure, among many others. To that effect, [Ryan \(1995\)](#) studied the nature of the critical culmination and the geographic perspectives of tourism. With that, [Kolawole and Mbaiwa \(2013\)](#) urged on the potential of tourism contribution to biodiversity conservation in developing countries such as Botswana through the concept of CBNRM, simultaneously spurring livelihoods strides within the host communities. The study has recommended sustainable ecotourism on the sustainable improvement of villages in the study area. It produced a contributory background and stand for such envisioned strategy from its conclusions and ensued instructions. Indeed, there had been investigations that dealt with tourism and local people's prosperity regionally and globally. Yet, they stay incompetent to understand the lack of communities' appropriate expertise. Hence their lack of cooperation thereof. Thus, the culmination of the incompatible organization and the disinclination of

stakeholders. Likewise, a lack of responsible tourism knowledge in attaining a sustainable tourism order (Ramaano, 2019, 2021b). Thus many studies dealt with single applications of tourism each at a time. So, countered to considering the synergistic influence of tourism in local economic advancement. Therefore, it is delusive to assume that the outcomes obtained in this examination will rigorously connect to just a particular type of tourism. Instead, they will be vital to several kinds of tourism in the study area and rural municipalities elsewhere. Indeed consistent with the attribute of ecotourism, which manifests through integrated tourism forms in rural environs.

4.2 The theoretical deduction, limitations and further examinations

With the theoretical implication, the investigation resolved that tourism could transform the community both immediately and indirectly. Consequently, hold the potential to be a spur toward other advancements in the regions as an initiator. Govender-Van Wyk (2007) identified the appropriation of community-based tourism for the commonages in the Namaqualand, Northern Cape Province, South Africa. Henceforth, land reform individually for agriculture permits meager returns. To that end, summarize the capacity of unity of Agrotourism ambitions and other sustainable tourism projects in rural regions (Ramaano, 2021b, c, h). Akin to this examination, Zanamwe *et al.* (2018), maintain that, while ecotourism and Wildlife conservation of associated initiatives are a powerful economic generator and political booster to perk the impoverished rural societies against sheer hardship. The dilemma resides within the prevalence of feeble local organizations; improper strategy guidepost to sufficiently enable the citizens, hence kindred to their case study in Zimbabwe. Professedly, Mendoza-Ramos and Prideaux (2018) view that many indigenous peoples have concerns emanating from subdued society. Hence, defining the need to permit communities through improved landownership. Therefore, be able to participate beneficially in tourism enterprises. Thus, they appraised economic, social, environmental, political and psychological rationales for an efficient tourism development model. To this account, traditional geographic information systems and participatory GIS can be handy within rural communities. This study endorses Ridwana and Himayah (2020), estimating the essence of digital technology in tourism development. Hence the role of GIS and remote sensing in their management and marketing with the Indonesia case study (Ramaano, 2021g). Therefore such could be essential for sustainable-eco-tourism acumens and tourism administrations, such as within the study area. Therefore against any regional land uses paradoxes to flourishing ecotourism marketing in the study area. Thus, there is a need to shift toward a much sturdy and integrated market-based tourism policy strategy. Admittedly, this investigation technically holds the specified researches. Likewise, supporting both the great weapon nature of tourism and catalyst on comprehensive sustainability in the study area and probably elsewhere (Aicken *et al.*, 2006; Ramaano, 2019, 2021b, c, d). The limitation of this investigation stays in the original method of Microsoft Excel and Cross-tabulation analysis and an area-bound restricted sample. Notwithstanding this, the honesty of the results never displayed compromise. Nevertheless, further studies may necessitate investigating the equivalent practicing their suitable procedure around technology, big data analytics and the Internet of things toward intensified ecotourism marketing and administrations to emphasize its conclusions.

4.3 Practical implications

In substantiality and along with the recommendations and practical suggestions from the study (Figure 3) illustrates the considered theme of sustainable tourism and sustainable community livelihoods in the study area. It supports firm adherence to sustainable tourism aims in the study area, as developed by the Figure. It thus affirms that management and

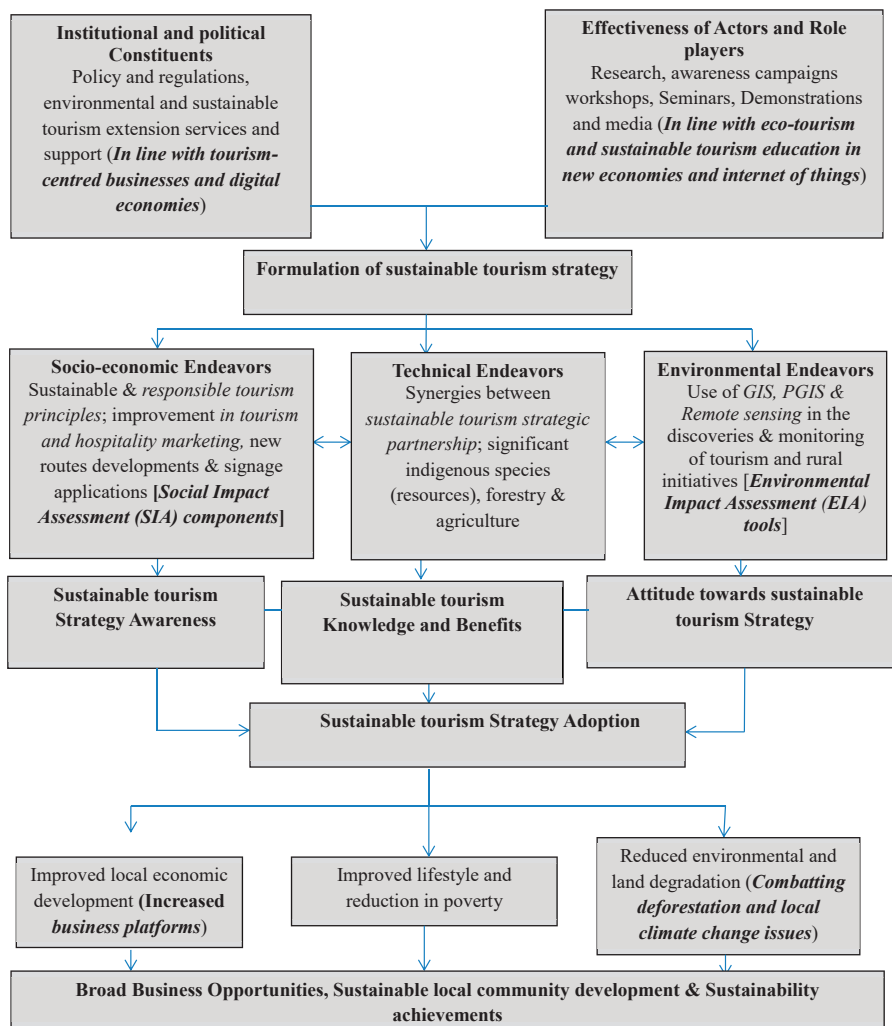


Figure 3. Researcher's envisaged theme of sustainable tourism and sustainable community livelihoods in the study area

Source(s): Author's own; Ramaano (2019, 2021a, b, c, d, e, f, g, h)

extension settings apart from workshops and seminars can expand tourism feasibilities and community advancement in rural districts. A tourism approach should manifest significant socio-economic, technical and environmental determinations in the study area. Therefore, tourism retailing, new routes endowment, medley inside sustainable tourism decisive marketing, and appropriation of GIS (Geographic information systems), PGIS (Participatory geographic information systems), and remote sensing could be compelling. Therefore to manifest the essence of digital technology and the Internet of things within the new economic paradigms, that is imperative for tourism and hospitality horizon expansions. As such, Prayag *et al.* (2012) urged the need for decent mechanisms in tourism commodities management and marketing. Hence the necessity of clustering patterns and technologies

such as GIS. Eventually, positioning and controlling tourism operations could be heightened. Therefore, local populations' support of a sustainable tourism approach is on their perception, opportunities and prospects on sustainable tourism (Okumus *et al.*, 2015; Ramaano, 2019). Analogous to Ramaano's (2021a) within the abundant tourism potential resources in the study area, such belies sparse livelihood attribution to the locals. Hence, toward conceived strategy, perception and guidance, there is a need to stimulate the locals about sustainable tourism, eco-tourism, and indigenous resources. Candidly, integrated tourism marketing strategies that endorse various marketing platforms such as social marketing can spur innovative tourism economies. The aforesaid could work synchronically with the green marketing, eco-marketing and financing imperatives for more genuine income and sustainability outcomes. While it is essential to consider digital economy and marketing platforms to enhance production, marketing and diverse profits values, a synergy between traditional and digital marketing methods can thus produce even better-combined outcomes in subsistence and sustainability. The specified can be central to the broad tourism assets and several platforms, such as within the tourism-bound big data analytics imperatives. Thus, a revived locus on supporting the actual and attempting distinct tourism development programs is a preference. Old enterprises such as the Sagole Spa and Nwanedi Nature Reserve require precise recognition. Consequently, cultural, urban and eco-tourism should combine with border tourism within Beitbridge and heritage tourism in Mapungubwe National Park. Municipality branding notion and town parks could incite social, economic and environmental benefits to the community. Therefore, mark the Municipality and the Town among prominent tourists' enticing addresses. Hence, corporate governance and shared sustainability purposes should encourage the private and public quarters for a prevalent objective of livelihoods promotions. Therefore, among its essential paragons, corporate governance compels the basis of environmental consciousness, ethical practice, corporate approach, benefit and risk administration. To that effect, tourism development perplexities such as conflicted lands and resource struggles should be irrelevant. In substantiality, the strategy's support could raise local economic expansion, diminish poverty. Hence, implicitly promoting smart tourism, local heritage management, ecotourism development and controlling environmental degradation; tacitly approving natural biodiversity conservation, ideal ecotourism management and livelihoods (Ramaano, 2021a, b, c, d, e, f). Conclusively, there could endure a tourism-centered sustainable community progression and sustainability within the region. Therefore crucial for resourceful political ecology, environmental management quality and sustenances dimensions.

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