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Information Document:

Report of the World Heritage Centre-IUCN-ICOMOS Mission to the Historic Sanctuary of Machu Picchu, Peru, 18-25 October 1999

SUMMARY

Following the request of the Bureau of the World Heritage Committee at its twenty-third session, a mission was carried out to the Historic Sanctuary of Machu Picchu, Peru, from 18 to 25 October 1999. The full report, conclusions and recommendations of the mission are contained in this information document.

REPORT ON THE MISSION TO THE HISTORIC SANCTUARY OF MACHU PICCHU (PERU)

FROM 18 TO 25 OCTOBER 1999

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ACKNOWLEDGEMENTS

The mission team wishes to express its appreciation for the full co-operation and support it received from the Peruvian authorities, particularly the Permanent Delegation of Peru to UNESCO, the National Institute for Natural Resources (INRENA) and the National Institute for Culture (INC). It also expresses its gratitude to the Representative of UNESCO in Peru and all her staff for the support provided in the preparation and undertaking of the mission.

23 November 1999

EXECUTIVE SUMMARY

The Historic Sanctuary of Machu Picchu was inscribed on the UNESCO World Heritage List in 1983 under both cultural and natural criteria.

The management arrangements and planning mechanisms for the preservation of the Sanctuary have been of serious concern to the World Heritage Committee for many years. Specific projects, such as a proposed cable car from Aguas Calientes to the Ciudadela and a hotel extension, were also brought to the attention of the World Heritage Committee as having a potential negative impact on the conservation of the Sanctuary.

Over the past year, the Government of Peru has taken important decisions to remedy the deficient management and planning for the Sanctuary: a Master Plan was adopted in October 1998 and in June 1999 a Management Unit was created under the direction of the directors of both the Institute for Natural Resources (INRENA) and the National Institute for Culture (INC).

On the request of the Bureau of the World Heritage Committee at its twenty-third session, a mission of the UNESCO World Heritage Centre, IUCN and ICOMOS was undertaken from 18 to 25 October 1999 with the objective to assess the effectiveness of the Master Plan and Management Unit for the Sanctuary, the status of the cable car and other projects, options for extensions of the site and the overall state of conservation of the Sanctuary.

The mission concluded that the Master Plan, being a strategic framework, requires the elaboration of operational plans and that its implementation can only be secured through the effective and efficient functioning of the Management Unit. The timing of the mission was as such that it was too early to assess the effectiveness of the Master Plan and the Management Unit.

Having analysed the tourism and demographic pressure on the Sanctuary and more particularly on the landscape surrounding the Ciudadela, the mission concluded that any new construction or infrastructure in this area would very seriously affect the World Heritage values, authenticity and integrity of the Ciudadela and its surrounding landscape.

The mission recommends the undertaking of detailed studies on the carrying capacity of and the means of access to the Sanctuary and its components, the reorganization and if possible reduction of visitor facilities in the area surrounding the Ciudadela, and for overall planning for the village of Aguas Calientes. Studies and plans should be developed within the framework of the Master Plan for the Sanctuary and in full recognition of the objectives of the World Heritage Convention and the Master Plan, namely to preserve the natural and cultural values of the World Heritage property, its authenticity and its integrity.

1 BACKGROUND TO THE MISSION

1.1. Inscription history

In 1982, the Government of Peru submitted the nomination of the Historic Sanctuary of Machu Picchu for inscription on the World Heritage List. As a justification for the inscription, the following text was included in the nomination dossier:

> *"There is no doubt that Machu Picchu is one of the finest examples of the technical and creative abilities of the pre-Colombian peoples and constitutes one of the most important cultural attractions to be found in the Americas. The same area also contains other archaeological complexes in a setting of rare natural beauty which retains its original flora and fauna. In Machu Picchu Andean man displayed his technical skill and his sensitive ability to integrate his creations in its natural surroundings. (...)"*

In its evaluation of the nomination, ICOMOS recommended inscription on the World Heritage List under cultural criteria (i) and (ii) as follows:

> *"Criterion (i): The working of the mountain, at the foot of Huayna Picchu, is a unique artistic achievement, an absolute master piece of architecture.*
> *Criterion (iii): Machu Picchu bears, with Cusco and the other archaeological sites in the valley of the Urubamba (...) a unique testimony to the Inca civilization."*

IUCN stated in its evaluation that:

> *"Machu Picchu qualifies for inclusion on the World Heritage List under natural criteria (ii) –as an outstanding example of man´s interaction with his natural environment- and (iii) –as an area containing superlative mountains, vegetation and watercourses."*

Following these recommendations, the World Heritage Committee at its seventh session in December 1983, decided to inscribe the Historic Sanctuary of Machu Picchu on the World Heritage List on the basis of criteria N(ii) (iii) and C(i) (iii).[1] The decision of the World Heritage Committee reads as follows:

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[1] It should be noted that since the inscription of Machu Picchu on the World Heritage List, the World Heritage Committee has revised the criteria for cultural and natural properties. At the time of the inscription the relevant criteria were formulated as follows (*Operational Guidelines for the Implementation of the World Heritage Convention*, WHC/2 Revised November 1983):

N (ii) *be outstanding examples representing significant ongoing geological processes, biological evolution and man's interaction with his natural environment (...);*
N (iii) *contain superlative natural phenomena, formations or features, for instance outsrtanding exapmles of the most important ecosystems, areas of exceptional natural beauty or exceptional combinations of natural and cultural elements;*

C (i) *represent a unique artistic achievement, a masterpiece of the creative genius;*
C (iii) *bear a unique or at least exceptional testimony to a civilization which has disappeared.*

"The Committee noted that this site is inscribed for both its cultural and natural values, as this property also meets natural criteria (ii) and (iii). The Committee furthermore recommended that to enhance the cultural and natural value of this property, the site should be extended to include the lower courses of the Urubamba river and the sites of Pisac and Ollantaytambo in the 'Valley of the Gods'."

1.2. Examination of the State of Conservation by the World Heritage Committee and its Bureau

Since 1996, the World Heritage Committee and its Bureau examined at various sessions the state of conservation of the Sanctuary, particularly in relation to planning and management and the possible construction of a cable car. The Committee repeatedly expressed its concern about the lack of integral management mechanisms, the lack of a Master Plan and about the possible impact of a project for a cable car system that would provide access to the Ciudadela of Machu Picchu (the ruins of the Inca city located on the top of a mountain).

At the request of the Bureau of the World Heritage Committee at its twenty-first session (June 1997), a first expert mission IUCN/ICOMOS was undertaken in October 1997. Following this mission, the World Heritage Committee, at its twenty-first session in December 1997, expressed its concern about the deficient management arrangements and urged the Peruvian authorities to establish an adequate management structure for the site. It furthermore recommended them to prepare a comprehensive Master Plan.

As a response, the Government of Peru prepared and adopted in October 1998 the Master Plan for the Historic Sanctuary of Machu Picchu. In June 1999, the Government of Peru established the Management Unit for Machu Picchu.

As to the cable car project, the Government of Peru informed the Bureau of the Committee at its twenty-second session in June 1998 that the concession for the studies and design of the cable car had been granted but that its construction would not be undertaken if the environmental impact studies would not confirm its feasibility within the context of the master plan for the park.

At its twenty-second session in December 1998, the World Heritage Committee commended the Government of Peru for the actions it had taken, particularly the adoption of the Master Plan. It requested the Peruvian authorities to:

"transmit all relevant documentation and provisions with regard to the management structure and Master Plan for the Sanctuary, the cable car system (Environmental Impact Study, detailed plans etc.), as well as other works or projects that are or will be considered for implementation within the boundaries of the site as soon as they become available, to the World Heritage Centre.(...) The Committee urged the Government of Peru not to take any decision on projects that could have considerable impact on the World Heritage values of the park prior to a possible IUCN-ICOMOS mission. Prior consultations with the World Heritage Committee as recommended in paragraph 56 of the Operational Guidelines should also be envisaged."

Following the examination of the state of conservation of the Sanctuary at its twenty-third session in July 1999, the Bureau requested

> *IUCN, ICOMOS and the World Heritage Centre to undertake a second expert mission to Machu Picchu to assess:*
>
> 1. *the implementation and effectiveness of the Master Plan and management arrangements for the Sanctuary (with particular reference to tourism);*
> 2. *the status of the project of the cable car system and its possible impact on the World Heritage value of the Sanctuary, as well as the viability of alternatives to the cable car system;*
> 3. *the status of the eventual extension or modification of the hotel at Machu Picchu and other major works that may be planned inside or outside the site, as well as their possible impact on the World Heritage value of the Sanctuary;*
> 4. *options for extensions to the site, and to bring forward recommendations in this respect;*
> 5. *the overall state of cultural and natural conservation of the Historic Sanctuary of Machu Picchu.*
>
> *The report of the mission should be presented to the World Heritage Committee at its twenty-third session for examination and further action*.

1.3. Justification for the mission

The UNESCO-IUCN-ICOMOS mission was undertaken on the request of the Bureau of the World Heritage Committee as indicated above. The dates of the mission (17 to 25 October 1999) were defined in consultation with the Government of Peru. The detailed terms of reference for the mission were discussed and agreed upon at the briefing meeting at the beginning of the mission (Annex I). The programme of the mission is provided in Annex II. The members of the mission team are listed in Annex III.

The mission met with relevant national, regional and local authorities and institutions that are involved in the management of the Sanctuary, as well as with individual persons with specific knowledge of the site (see programme in Annex III). The mission also met with several individuals and representatives of organizations that had expressed the wish to meet with the mission team.

The draft observations and recommendations of the mission team were presented to representatives of the National Institute for Natural Resources (INRENA), the National Institute for Culture (INC) and the Ministry of Foreign Affairs at a de-briefing session at the end of the mission.

2 NATIONAL POLICY FOR THE PRESERVATION AND MANAGEMENT OF THE WORLD HERITAGE PROPERTY[2]

2.1. Legal framework

Annex I of the Master Plan for the Historic Sanctuary of Machu Picchu presents an annotated list of legislation with reference to the protection and management of the natural and cultural heritage of Peru. From this document the following can be concluded:

In 1981, a Supreme Decree establishes the Historic Sanctuary of Machu Picchu with an area of 32,592 hectares. In 1983, a law declares the Archaeological Park of Machu Picchu as national cultural heritage.

The Cultural Heritage Law of 1985 defines that the National Institute for Culture (INC) is responsible for the administration of the Archaeological Complex of Machu Picchu.

The National Institute for Natural Resources (INRENA) was created in 1992. The Law for Protected Natural Areas of 1997 stipulates that INRENA is responsible for the management of the National System for Natural Protected Areas (SINANPE), a system that was originally created in 1990. The same law defines historic sanctuaries as a sub-category of the natural protected areas as follows:

> *Strictly protected areas that have relevant natural values and constitute the environment of sites that are of particular national significance for containing examples of monumental or archaeological heritage or for being sites in which exceptional events in the history of the country took place.*

To date, the National System for Natural Protected Areas (SINANPE) includes 46 areas in 9 sub-categories, one of which is the Historic Sanctuary mentioned above.

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[2] Note on the use of names:

In this report, the World Heritage property is referred to as ***Historic Sanctuary of Machu Picchu*** or ***Sanctuary***. This is the area of 32,592 hectares that was established as a protected area in 1981 under the name of the *Sanctuario Historico de Machu Picchu* (see map VI.3) and was inscribed on the World Heritage List in 1983.

Two years later, in 1983, part of the Sanctuary was declared the ***Archaeological Park of Machu Picchu***.

The best known and most important monument in the Archaeological Park is the ***Ciudadela***, the ruins of the Inca city at the foot of the Huayna Picchu mountain.

The traditional access to the Ciudadela was via the ***Camino Inca***, the Inca road from Cusco to the Ciudadela. The part through the Sanctuary is also known as the ***Inca Trail***.

In the 1940s a railway was constructed along the river ***Urubamba***. A village developed along the railway. This village is generally known as ***Aguas Calientes***.

Not far from the village, a bridge over the river Urubamba (the bridge is known as ***Puente Ruinas***) leads to the ***zig-zag road*** that provides access to the Ciudadela.

The Law for Protected Natural Areas of 1997 also stipulates that INRENA will adopt a Master Plan for each of the protected areas.

Considering that the Archaeological Park of Machu Picchu is under the direct responsibility of the National Institute for Culture (INC), INRENA and INC have collaborated in the preparation of the Master Plan for the site. This Master Plan, prepared in 1998 and endorsed by INC, was adopted by INRENA on 21 October 1998.

2.2. Institutional framework

As indicated above in point 2.1., both INRENA and INC have specific responsibilities for the management of the Sanctuary. Since 1998, both institutions have established a co-operation for the preparation of the Master Plan and for the co-ordination of their respective actions within the Sanctuary.

The Master Plan includes a strategy for the institutional arrangements for the management of the site and foresees the establishment of a joint INRENA-INC Management Unit. The Management Unit for the Historic Sanctuary of Machu Picchu was formally created on 8 June 1999 by Supreme Decree (Decreto Supremo 023-99-AG). The Management Unit is under the direction and supervision of a directorate that is composed of the national directors of INRENA and INC.

Many other authorities and agencies, both on the national, the regional and local level, are in one way or the other involved in the Sanctuary. There are several settlements, the most important of them being Aguas Calientes which is very close to the Ciudadela of Machu Picchu; there is a railway running through the Sanctuary, there is a hydro-electrical plant, there is tourism etc. Each of these activities falls under different legal and institutional frameworks. It is foreseen in the Supreme Decree of June 1999 that all these institutions will meet in a Management Committee in order to ensure adequate co-ordination between them and the Management Unit for the Sanctuary so that their actions are compatible with the Master Plan and the operational plans for its implementation.

Mention should be made of the Programa Machu Picchu. This is a programme financed under a debt-swap arrangement with Finland that is being implemented through PROFONANPE (National Fund for the Protected Areas) and FONCODES (Fund for Social Development). This programme has the following five components, each of which is being implemented in co-ordination with the competent authorities or agencies:

- Strengthen the administration of the Sanctuary
- Research on flora, fauna and environment
- Camino Inca
- Development of rural areas
- Social and environmental development of Aguas Calientes.

To date, the Programa Machu Picchu has undertaken the following:

- Preliminary ordinance for the use of the Camino Inca
- Integral plan for the prevention of fires

- Socio-economic and demographic survey of the village of Aguas Calientes
- Integral management of waste
- Terms of reference for a study on the planning for the village of Aguas Calientes
- Preparation of publications on flora and fauna of the Sanctuary.

A study on the legal consolidation of the Sanctuary has been advanced for 30 %. A Trust Fund has been established for Machu Picchu in order to provide technical assistance to the Programa Machu Picchu.

3 IDENTIFICATION AND ASSESSMENT OF SPECIFIC ISSUES

3.1. Planning and management arrangements

3.1.1. Master Plan for the Historic Sanctuary of Machu Picchu

The elaboration of a Master Plan for Machu Picchu has been a long process that involved co-operation of UNESCO in the years 1989-1993 and the preparation of a draft Master Plan by the regional authorities (Region Inka) in 1996.

The World Heritage Committee at several of its sessions and the first expert mission of IUCN-ICOMOS in October 1997 reiterated the need for such a plan.

The Master Plan for the Historic Sanctuary of Machu Picchu, adopted in October 1998, includes strategies and stipulations for:

- Protection of the natural heritage and the landscape
- Protection of the cultural property
- Zoning
- Access to the Sanctuary
- Tourism and recreation
- Institutional arrangements
- Planning mechanisms
- Legal consolidation of the Sanctuary
- Development of the village of Aguas Calientes
- Financing.

Being a strategic document, the Master Plan requires, for the implementation of each of its strategies, short and middle term operational plans. These plans will be prepared by the executive director of the Management Unit and approved by its Directorate (i.e. directors of INRENA and INC). It is assumed that the operational plans will include mechanisms for the monitoring of the effectiveness and the application of the different components of the Master Plan.

At the time of the mission, which took place only shortly after the creation of the Management Unit, no operational plans had been prepared as of yet. The mission was therefore not in the position to assess the implementation and effectiveness of the

Master Plan. However, the directors of INRENA and INC expressed their commitment to take the necessary actions for its implementation. They informed that a joint visit to Machu Picchu was undertaken and that consultations between both institutions are underway to ensure the functioning and effectiveness of the Management Unit.

3.1.2. Management Unit for the Historic Sanctuary of Machu Picchu

The Management Unit for the Historic Sanctuary of Machu Picchu was established in June 1999. The corresponding Supreme Decree states that the Management Unit is responsible for the implementation of the strategies contained in the Master Plan. It defines the structure and functions of the Management Unit, particularly its Directorate which is composed of the directors of INRENA and INC, and of the Management Committee referred to in point 2.2. above.

The Executive Director of the Management Unit was selected and appointed by INRENA-INC in August 1999. Two Deputy-Directors have been appointed more recently. One Deputy Director is in charge of cultural heritage and is at the same time director of the Archaeological Park; the second one is responsible for natural heritage and is at the same time director of the Historic Sanctuary.

The provisional organizational chart of the Management Unit is attached (see annex IV).

The Management Unit has an office in the Sanctuary (in Aguas Calientes) and a dependency in Cusco.

The main functions of the Management Unit being to implement the Master Plan and to co-ordinate actions of authorities and agencies involved in the Sanctuary, its first action will have to be to develop short and middle term operational plans for each of the strategies contained in the Master Plan and to establish mechanisms for co-ordination with INRENA, INC and other authorities and agencies. The mission considers the following aspects to be priority for the work of the Management Unit:

- Definition of operation of the Management Unit and its relations with other institutions
- Carrying capacity of the Sanctuary and its components
- Public Use
- Integral management of tourism
- Management of settlements, particularly Aguas Calientes
- Waste management
- Fire prevention
- Transportation/access, including management of the Camino Inca
- Research
- Education and training of personnel
- Legal consolidation of the Sanctuary (land ownership).

Recommendations:

1. Provide necessary human and financial resources to the Management Unit for the Historic Sanctuary of Machu Picchu for it to be able to ensure the effective and timely implementation of the Master Plan;
2. Ensure full support to the Management Unit from the National Institute for Natural Resources (INRENA), the National Institute for Culture (INC) and all other authorities, agencies and institutions involved, both on the national, regional and local level;
3. Establish clear and effective mechanisms of communication and authority between the Management Unit, INRENA, INC and other authorities, agencies and institutions, for the Management Unit to be effective in undertaking its tasks;
4. Short and middle term operational plans for the strategies of the Master Plan to be prepared by the Management Unit with indication of priority actions and ensure their implementation;
5. Establish mechanisms for monitoring the effective and timely implementation of the Master Plan.

3.2. Access to the Historic Sanctuary and to the Ciudadela

Machu Picchu is the main tourist destination in Peru, both for national and international visitors. Practically all tourists to Peru visit the site. Maps of the Sanctuary and its context are provided in Annex VI.

A paved road leads through the sacred valley of the Incas from Cusco via Pisac to Ollantaytambo. However, to penetrate the Sanctuary and to reach Aguas Calientes and the ruins at the Ciudadela of Machu Picchu other means of transportation are needed. Local residents of the village of Aguas Calientes and other settlements along the Urubamba river use the train service from Cusco. Several special tourist trains operate on a daily basis on the same railway track. Furthermore, a limited number of helicopter flights operate from Cusco to Aguas Calientes. A good number of visitors access the Sanctuary via the Camino Inca, a forty kilometre long footpath that starts at the point where the railway enters the Sanctuary and ends at the Ciudadela of Machu Picchu.

The estimated number of people that can enter into the Sanctuary through the present means of access is the following:

Train from Cusco to Aguas Calientes:	1680 per day
Helicopter from Cusco to Aguas Calientes:	50 per day
Camino Inca (66.000 entries in 1998):	180 per day
Total:	1810 per day.

Once arrived at the station in Aguas Calientes, visitors take small buses that bring them over a road along the Urubamba river to the bridge at Puente Ruinas. From there they continue over a zig-zag road to the entrance to the Ciudadela of Machu Picchu.

Practically all of the 300.000 visitors per year make use of the bus service that is provided by a consortium of bus operators (CONSETUR). The municipality of Aguas Calientes participates in CONSETUR with six buses and the present mayor of the village acts as president of the consortium. A total of twenty buses are in operation; the duration of the trip from Aguas Calientes to the Ciudadela is about thirty minutes. The condition of the buses is regular and seems not adequately controlled.

The mission was informed that detailed statistics are maintained of the number of visitors to the Ciudadela and that the number has reached a maximum of 2760 (a day in August 1999).

However, the mission is not aware of any in-depth study on the carrying capacity of the Sanctuary or the Ciudadela, although for the latter a number of 2,200 has been mentioned (based on a study undertaken in 1998 by Wright Water).

As to the specific means of access/transportation, the following can be noted:

3.2.1. Roads

The Master Plan states, and this was confirmed by INRENA and INC during the mission, that no new roads will be constructed within the Sanctuary or leading to it from the outside.

The existing road Aguas Calientes-Puente Ruinas-Ciudadela is in a bad state and it is not clear which institution is responsible for the maintenance and repair of this road.

The Master Plan states that an Environmental Impact Assessment is required for the bus services Aguas Calientes-Puente Ruinas-Ciudadela.

3.2.2. Railway

The railway from Cusco originally continued until Quillabamba, at the other side of the Sanctuary, but was interrupted in the sector Machu Picchu-Quillabamba some months ago when a landslide damaged the railway and the hydro-electrical plant located some kilometres from Machu Picchu. Depending on the type of train, the duration of the trip Cusco-Aguas Calientes can be from three to four-and-a-half hours. The railway was run by a government company until it was given in concession to a company that is associated with the one that obtained the concessions of the Machu Picchu Hotel and for the construction and operation of the cable car. No information was obtained on the plans for the future operations of the railway.

The Master Plan correctly states that the railway is an adequate means of transportation and that through its frequency and capacity, the number of visitors to Machu Picchu can be regulated to a great extent. The presence of the tourists in the trains can also be an opportunity to provide information to the visitors.

3.2.3. Helicopter flights

On 20 May 1994, the authorization was given for helicopter operations from Cusco to Machu Picchu with a view to provide transportation to a selected number of tourists. An

Environmental Impact Assessment was undertaken in 1994 with a revision of the assessment in September 1998. The duration of the flight from Cusco to Aguas Calientes is approximately twenty-five minutes. The helicopters are obliged to follow the course of the river Urubamba and are not allowed to fly over the ruins of Machu Picchu. The landing location has been changed three times and is presently located at the far end of Aguas Calientes. The mission took note that INRENA undertook monitoring activities of the helicopter flights in April 1999.

3.2.4. Camino Inca

According to statistics, the number of users of the Camino Inca has increased from 6,000 in 1984 to 66,000 in 1998, which is an increase of more than 1000 percent.

This shows that the Camino Inca is a very important resource for cultural-eco tourism. It also shows the increased pressure on the Camino Inca particularly if one takes into account that most of the tourists are accompanied by carriers, guides and cooks. To date, the few estimates that exist on the carrying capacity of the Camino Inca are not consistent and are not very reliable.

According to information provided to the mission, the Camino Inca has not received adequate maintenance and current conditions are critical in terms of services for tourists, waste management, erosion, use of wood for cooking etc. Many of the fires in the Sanctuary occur along the Camino Inca. It is generally agreed that the Camino Inca is one of the critical areas in the Sanctuary and that it requires the most urgent attention.

3.2.5. Cable car project

Background

Since 1996, the World Heritage Committee and its Bureau examined at various of its sessions the state of conservation of the Sanctuary, particularly in relation to its planning and management and the possible construction of a cable car. This cable car would link the village of Aguas Calientes to the Ciudadela of Machu Picchu. While the government of Peru provided satisfactory responses to the preoccupations expressed about the planning and management, no information was received on the cable car project other than the assurance that construction would not be undertaken if environmental impact studies would not confirm its feasibility within the context of a master plan for the site.

In anticipation of the mission, no further information could be obtained on the concession and planning for the cable car project. In advance of and during the mission, however, a great number of communications were received from non-governmental organizations and individuals expressing concern about the construction of a cable car and the impact this would have on the values of the Sanctuary, more particularly the Ciudadela and its immediate surroundings.

In a meeting with COPRI (the government commission for the promotion of private investment) on 22 October 1999, the mission received full information on the process that had led to the concession of the cable car project on 16 June 1998. It received a copy of the latest version of the Environmental Impact Assessment (EIA) that the

company that holds the concession submitted to the Ministry of Transportation and Communications on 11 August 1999.

A subsequent presentation, at the COPRI office, by the cable car concessionary, the firm that undertook the EIA and the Swiss firm that designed and would construct the cable car, provided further insight in the project.

The description of the cable car project in Annex V is exclusively based on information and documentation provided during these two meetings. Although the mandate of the mission did not include the review or assessment of the EIA, the mission members took note of the contents of the study, particularly with respect to the technical and architectural designs of the cable car. In doing so, the mission was very much aware of the fact that, according to information received from INRENA at a later stage, INRENA had not received the EIA for review and that the EIA had not been approved.

Assessment

It should be recalled that the inscription of the Sanctuary on the World Heritage List in 1983 was based on both cultural and natural criteria, and that the latter specifically refer to Machu Picchu being *an outstanding example of man´s interaction with his natural environment* and *as an area containing superlative mountains, vegetation and watercourses* (see also chapter I of this report). It should also be recalled that the Master Plan on page 8 defines the objectives of the management of the Sanctuary and that the first of these is to *protect the natural environment and the landscape, as well as the archaeological monuments and other existing cultural properties*.

Therefore, the need to preserve the cultural and natural values as expressed in the inscription criteria, the authenticity and the integrity of the site and its surrounding landscape needs to be the guiding principle in the assessment of the cable car system as proposed in the EIA, or any other project or intervention in the area.

Throughout this report, four critical areas are referred to: the railway that follows the course of the river Urubamba, the Camino Inca, the village of Aguas Calientes and the Ciudadela and its surroundings.

The proposed cable car would be located at the point where all four critical areas come together. During a site visit the mission observed that:

- the lower station (with its surface of 977.40 m2 and a facade of 22.34 metres high and a width of 14.65 metres) would be visible from a good part of the Camino Inca that connects the Ciudadela with the site of Intipunku;
- the intermediate tower of 13 metres high would be visible from below, from practically every location within the Ciudadela and all along the Camino Inca between the Ciudadela and the site of Intipunku;
- the upper station (with its surface of 315 m2 and its facade of 14.65 metres wide and a height of 15.65 metres on a basement of 3 metres) would be prominently visible from the valley between Aguas Calientes and Puente Ruinas as from the track of the Camino Inca between the Ciudadela and the site of Intipunku;

- the whole of the trajectory of the cable car, the upper and lower stations and the intermediate tower would be prominently visible when arriving at Intipunku from the Camino Inca.

It is the view of the mission that the immediate area around the Ciudadela is already seriously affected in its visual integrity by the existing facilities, such as the Machu Picchu Hotel, bathrooms, ticket and control office, terrace with bar, telephone booth and antenna building, INC-Comedor, zig-zag road, buses, parking of buses etc. The wider environment has been encroached upon by the buildings around Puente Ruinas, the expansion of Aguas Calientes, waste disposal areas along the river and the hydro-electrical plant. It would be even further affected if a hotel would be built along the river close to the Puente Ruinas (there seems to be a concession to this effect). The mission also notes that even in the case of the construction of a cable car, the zig-zag road will have to be maintained and improved for services and as an alternative means of access.

As a conclusion, the mission recommends that no new constructions or infrastructure is introduced in the area and that, on the contrary, a reorganization and reduction of functions and facilities should be pursued.

While aware of the fact that the technical, geological, archaeological and other aspects of the cable car project will require very careful consideration, the mission is of the opinion that the cable car system, particularly the volume of technical installations and buildings of the lower and upper stations, would very seriously affect the authenticity and integrity of the Ciudadela and its surrounding landscape.

Recommendations:

6. Undertake, as a matter of urgency, studies to define the carrying capacity of the total and each of the components of the Sanctuary (Camino Inca, Ciudadela, Aguas Calientes among others);
7. Once the carrying capacity is defined, undertake a study on the means of access to the Sanctuary and the Ciudadela, in function of the established maximum number of visitors (analysis of present facilities, options for improvement, alternative solutions, mechanisms to regulate and manage number of visitors);
8. Pending the completion of these studies, do not introduce any new means of access to the Sanctuary or the Ciudadela;
9. As to the Ciudadela and its wider environment, undertake a study for the reorganization and reduction of functions and facilities. In the meantime, do not permit any new constructions or infrastructure in this area.

3.3. Works and projects with (potential) impact on the World Heritage site

3.3.1. Visitor services

Under point 3.2.5. above, reference has been made to the great number of functions and facilities in the immediate surrounding of the Ciudadela and their negative impact on the authenticity and integrity of the site.

As to earlier reports that the Hotel Machu Picchu would be expanded, both INC and the hotel operator informed the mission that the hotel will not be expanded and that only works are being considered within the existing volume of the building.

During its visit to the site, the mission observed that a new construction of concrete and cement was being erected at the left side of the Hotel Machu Picchu. INC informed the mission that this was done by the telephone company and that it was not in accordance with the permit INC had delivered for the replacement of an existing antenna and annexed structure. The works were stopped by INC immediately. On 23 November 1999, the Permanent Delegation of Peru informed the Secretariat that this construction will be demolished.

The mission was informed by the concessionary of the Hotel Machu Picchu that he also has a concession of an area down in the valley close to the bridge (Puente Ruinas) and that he is considering the construction of a hotel. In the opinion of the mission any construction in this area would further affect the authenticity and integrity of the site.

3.3.2 Plan for the Village of Aguas Calientes

The Sanctuary has about 1200 inhabitants in rural areas (many of them close to the Camino Inca) and 1600 in the village of Aguas Calientes. 400 more people live in the Sanctuary in the tourism high season. Since landslides destroyed the village of Santa Teresa outside the Sanctuary, a number of refugees have been living close to the hydro-electrical plant a few kilometres from Aguas Calientes.

Aguas Calientes has its origins in the 1940s when a camp of railway workers was established. It has grown since then thanks to the increased tourism. It is located in a disaster prone area (landslides), has developed without structure, without proper planning and control, has problems of sewage and waste, the river is being polluted. The mission observed that hotels are being built with more than four stories. Informal commerce is all present, particularly in the area between the railway station and the point where busses pick up the tourists. In the opinion of the mission, Aguas Calientes presents probably the most serious situation in the Sanctuary. The increasing number of tourists that stay overnight in Aguas Calientes further aggravates the situation.

However, encouraging initiatives are being taken. The Programa Machu Picchu has collaborated with the municipality of Aguas Calientes in drawing up the terms of reference for a call for proposals for the preparation of a plan for the village. The preparation of such plan was entrusted to an architect/urbanist from Lima, who introduced his plan to the mission. The principle of this plan is that the village should be reorganised within clearly defined limits, establishing new relations between different quarters and the river, and reorganising visitor services, commerce and bus

transportation. The plan should be ready by December 1999 for further discussion and consultation.

Recommendations:

10. Urgently prepare an overall plan for the village of Aguas Calientes in compatibility with the Master Plan for the Sanctuary. Ensure that the plan includes detailed ordinances for constructions (height, surface, materials etc.). Adopt and implement such a plan as a matter of urgency. Introduce adequate mechanisms and administrative arrangements for its implementation and monitoring.
11. In the context of the plan for Aguas Calientes and considering the precarious conditions of the village and its environment, define the number of tourists that can be absorbed and design and implement a policy for hotels, guest houses etc.

3.4. Potential extension of the World Heritage site

INRENA recognises the need to extend the World Heritage site to fully recognise the bio-diversity values of the area. There may also be archaeological sites that are worthy of inclusion in the World Heritage site.

The Master Plan identifies a buffer zone around the Sanctuary that may form the basis for a future extension (see maps VI.1 and VI.2). Such extension would triple the area of the site and would strengthen the protection of the ecosystem and the bio-diversity, elements that were not explicitly recognised at the time of initial inscription of the Sanctuary on the World Heritage List. In addition there is now a hypothesis that Inca settlements are located in areas of high bio-diversity.

However, within the actual Sanctuary there are certain problems concerning land titles and ownership and the Master Plan proposes that the legal consolidation of the Sanctuary be undertaken before any extension be proposed. The mission supports this view. The mission also recalls the observation made at the time of inscription of Machu Picchu on the World Heritage List that *the site should be extended to include the lower coursers of the Urubamba river and the sites of Pisac and Ollantaytambo in the 'Valley of the Gods'* (see point1.1. above).

Recommendation:

12. Proceed with preparatory activities in order to facilitate, at the appropriate moment, the proposal for the extension of the World Heritage site.

3.5. Overall state of conservation

3.5.1. Natural heritage

From the ecological point of view the areas most affected by human intervention are the areas along the railway track and the Camino Inca. The first one is very intensively used and will continue to exist, but with measures to mitigate its impact. The second one, the Camino Inca, can be much stronger controlled by the site management, for example by regulating the number of tourists that make use of it and by introducing strict regulations for its use.

Programmes need to be introduced for the protection, and recuperation, of vegetation in both areas.

It is reported that over the last fifteen years one third of the forests of the Sanctuary have been affected by fire. Fires generally occur along the railway and the Camino Inca and cause great damage to the environment. A fire in 1997 destroyed the vegetation on the Huayna Picchu mountain and even reached the first terraces of the Ciudadela. A fire prevention programme is being implemented in the framework of the Programa Machu Picchu.

The spontaneous introduction of foreign species (African grasses) is of concern, particularly in areas affected by fire and on Inca terraces that are being kept free of vegetation. These grasses facilitate the spread of fires and their roots threaten the stability of the Inca ruins. Apparently, there have been cases of the use of herbicide on these terraces to keep the grass from growing.

The Programa Machu Picchu estimates that Aguas Calientes and tourism activities produce three tons of solid waste per day. Much of this waste is dumped in the Urubamba river. The Management Unit informed the mission that a cleaning campaign will be undertaken in November and that a waste management plan will be introduced.

The road from Aguas Calientes and the zig-zag road to the Ciudadela affect the natural landscape. The road may also contribute to a destabilization of the slope of the mountain. A landslide already occurred in December 1996. Within the framework of the UNESCO/IUGS project IGCP-425 *'Landslide Hazard Assessment and Mitigation for Cultural Heritage Sites and other Locations of High Societal Value'*, Professor Kyoji Sassa of the Disaster Prevention Research Institute of the Kyoto University, Japan, will undertake a mission in December 1999 to initiate a research programme on this slope. The busses indirectly affect the vegetation on the slope of the mountain.

Recommendation:

13. Raise knowledge of the ecosystem and biotope of the Sanctuary through inventories and research;
14. Study the stability of the slopes of the mountain of the Ciudadela of Machu Picchu.

3.5.2 Cultural heritage

During the visit to the Ciudadela the mission observed that the general state of the cultural heritage is good. It also noted that access to some of the structures of the Ciudadela had to be restricted due to deterioration or inadequate use. At the time of the mission, consolidation and restoration works were being undertaken in some structures in an area that was previously considered 'archaeological reserve'. The mission expressed reservations about these interventions as they seemed to be undertaken for reasons to improve the image of the site to visitors.

INC-CUSCO provided the mission with a copy of its programme for 1999 for the archaeological park in which the following interventions are planned:

- Archaeological complex of Choquesuysuy: restoration of terraces and circular constructions;
- Archaeological complex of Machuqénte: restoration of terraces, consolidation of walls and floors;
- Archaeological complex of Wiñaywayna: consolidation of terraces west of the monument, restoration of structures, walls and canals;
- Archaeological complex of Paucarkancha: restoration of two main structures (callancas), consolidation of 30 m. of the first terrace on the north side;
- Archaeological complex of Intipata: restoration of eight structures;
- Camino Inca, rehabilitation of the Camino Inca between Wiñaywayna and Intipunku; signalization; conclusion of stay-over facilities at Piskakucho and Pakaymayu.

Recommendations:

15. Establish archaeological reserves within the archaeological park as a means to show the conditions of the ruins when they were found and for future research;
16. Review restoration criteria for archaeological sites and structures in the light of the minimum intervention proposed in the Master Plan.

3. CONCLUSIONS AND RECOMMENDATIONS

The mission, having examined the information made available to it in written or in oral form and having visited the Historic Sanctuary of Machu Picchu, has come to the following conclusions:

The Historic Sanctuary of Machu Picchu, a site inscribed on the World Heritage List on the basis of both cultural and natural criteria, has been and is under strong pressure from increasing and accelerating tourism and demographic development. This can be noted particularly in four critical areas:

- The area along the railway that follows the course of the river Urubamba;
- The Camino Inca trail;
- The village of Aguas Calientes;
- The Ciudadela and its environment.

For many years, the management arrangements and planning mechanisms for the preservation of the Sanctuary have been deficient. This has seriously hindered the adequate control of tourism and demographic development which, in its turn, has contributed to a gradual deterioration in the state of conservation of the Sanctuary, particularly in the four critical areas mentioned above.

Over the past year, however, the Government of Peru has taken important decisions to remedy this situation.

The Master Plan for the Sanctuary, adopted in October 1998, provides the adequate strategic framework for the future management and planning for the Sanctuary. Its implementation, however, will require effective operational plans for each of its strategies.

The creation, in June 1999, of the joint Management Unit under the direction of both directors of the Institute for Natural Resources (INRENA) and the National Institute for Culture (INC), is the adequate response to a situation in which both INRENA and INC have major management responsibilities for the Sanctuary and a dozen other institutions interfere in it in one way or the other. To be successful, the Management Unit requires the full participation and support of authorities, agencies and institutions on the national, regional and local level.

The cable car between Aguas Calientes and the Ciudadela, as proposed in the Environmental Impact Assessment submitted by the concessionary to the Ministry of transportation and Communication on 11 August 1999 and of which a copy was made available to the mission by COPRI on 22 October 1999, would very seriously affect the World Heritage values, authenticity and integrity of the Ciudadela and its surrounding landscape.

The mission recommends the Peruvian authorities to:

1. Provide necessary human and financial resources to the Management Unit for the Historic Sanctuary of Machu Picchu for it to be able to ensure the effective and timely implementation of the Master Plan;

2. Ensure full support to the Management Unit from the National Institute for Natural Resources (INRENA), the Institute for Cultural Heritage (INC) and all other authorities, agencies and institutions involved, both on the national, regional and local level;

3. Establish clear and effective mechanisms of communication and authority between the Management Unit, INRENA, INC and other authorities, agencies and institutions, for the Management Unit to be effective in undertaking its tasks;

4. Short and middle term operational plans for the strategies of the Master Plan to be prepared by the Management Unit with indication of priority actions and ensure their implementation;

5. Establish mechanisms for monitoring the effective and timely implementation of the Master Plan;

6. Undertake, as a matter of urgency, studies to define the carrying capacity of the total and each of the components of the Sanctuary (Camino Inca, Ciudadela, Aguas Calientes among others);

7. Once the carrying capacity is defined, undertake a study on the means of access to the Sanctuary and the Ciudadela, in function of the established maximum number of visitors (analysis of present facilities, options for improvement, alternative solutions, mechanisms to regulate and manage number of visitors);

8. Pending the completion of these studies, do not introduce any new means of access to the Sanctuary or the Ciudadela;

9. As to the Ciudadela and its wider environment, undertake a study for the reorganization and reduction of functions and facilities. In the meantime, do not permit any new constructions or infrastructure in this area;

10. Urgently prepare an overall plan for the village of Aguas Calientes in compatibility with the Master Plan for the Sanctuary. Ensure that the plan includes detailed ordinances for constructions (height, surface, materials etc.). Adopt and implement such a plan as a matter of urgency. Introduce adequate mechanisms and administrative arrangements for its implementation and monitoring;

11. In the context of the plan for Aguas Calientes and considering the precarious conditions of the village and its environment, define the number of tourists that can be absorbed and design and implement a policy for hotels, guest houses etc.;

12. Proceed with preparatory activities in order to facilitate, at the appropriate moment, the proposal for the extension of the World Heritage site;

13. Raise knowledge of the ecosystem and biotope of the Sanctuary through inventories and research;

14. Study the stability of the slopes of the mountain of the Ciudadela of Machu Picchu;

15. Establish archaeological reserves within the archaeological park as a means to show the conditions of the ruins when they were found and for future research;

16. Review restoration criteria for archaeological sites and structures in the light of the minimum intervention proposed in the Master Plan.

ANNEXES

I. Terms of reference

II. Itinerary and programme

III. Mission team

IV. Organizational chart of the Management Unit for the Historic Sanctuary of Machu Picchu

V. Description of the cable car project

VI. Maps

- VI.1. Map of the regional context (Historic Sanctuary, proposed buffer zone and zone of indirect influence)
- VI.2. Detail of map VI.1.
- VI.3. Map of the Historic Sanctuary of Machu Picchu

ANNEX I

MISION AL SANTUARIO HISTORICO DE MACHU PICCHU (PERU)
18-25 DE OCTUBRE DE 1999

TERMINOS DE REFERENCIA

Antecedentes: Decisión de la 23 sesión de la Mesa del Comité del Patrimonio Mundial

La Mesa en su 23 sesión solicitó al IUCN, ICOMOS y el Centro del Patrimonio Mundial de llevar a cabo una segunda misión de expertos a Machu Picchu para evaluar:

1. La puesta en ejecución y la eficacia del Plan Maestro y los arreglos administrativos para el Santuario (con particular referencia al turismo);

2. El estado del proyecto del teleférico y su impacto potencial en el valor del patrimonio mundial del santuario, como también la viabilidad de las posibles alternativas de un teleférico;

3. El estado de extensión eventual o modificación del hotel en Machu Picchu y de otras obras importantes que pueden ser planeadas dentro y fuera del sitio, y su impacto potencial en el valor del patrimonio mundial del santuario.

4. Posibilidades para la extensión del sitio, y formular recomendaciones al respecto;

5. El estado de conservación cultural y natural del Santuario Histórico de Machu Picchu.

Términos de referencia de la Misión

A. Para realizar la evaluación de los cinco puntos arriba señalados, la misión considerará la situación actual y propuestas eventuales con respecto a:

   . Legislación de áreas protegidas y del patrimonio cultural
   . Marco institucional (capacidad, cooperación, coordinación)
   . Estructura de gestión
   . Instrumentos de planificación y monitoreo
   . Respuesta nacional y local al reconocimiento de los valores dentro del marco de tratados y programas internacionales

B. Específicamente, la misión analizará y formulará un diagnóstico en base de la información disponible (en anexo se adjunta la documentación solicitada), informes científicos y opiniones expresadas por personas y organizaciones , en las siguientes aspectos:

- Condiciones actuales y previstas para el manejo del Santuario y la puesta en marcha del Plan Maestro para el Santuario:

  - Unidad de Gestión
  - Programas operativos para la puesta en marcha del Plan Maestro
  - Plan y Reglamento de uso turístico y recreativo del Santuario

- Condiciones actuales y previstas sobre el acceso al Santuario y a la ciudadela:

  - Facilidades existentes (Carreteras, Ferrocarril, Helicóptero, camino inca)
  - El proyecto del Teleférico

- Obras y proyectos dentro y fuera del Santuario con impacto (potencial) sobre el valor del Patrimonio Mundial del sitio.

  - Servicios existentes y planeados para los visitantes (hoteles, restaurantes, museos, etc.)
  - Proyectos relacionados al acceso del Santuario (ferrocarril, carreteras, camino inca, etc.)
  - Plan de ordenamiento urbano/territorial de Aguas Calientes

- Oportunidades, necesidad y factibilidad de la extensión potencial del sitio del Patrimonio Mundial (cultural y natural)

- El estado de conservación cultural y natural del Santuario Histórico de Machu Picchu (áreas y sitios críticos para recuperación, restauración y consolidación)

C. En base a los puntos A) y B), la misión:

- Analizará si se han mantenido los valores en base de los cuales el sitio ha sido inscrito en la Lista del Patrimonio Mundial

- Analizará el impacto (potencial) de asuntos específicos resultantes de A) y B)

  y

- Formulará un diagnóstico con recomendaciones sobre el manejo del Santuario para la preservación del valor del Patrimonio Mundial del Santuario.

D. Las conclusiones y recomendaciones preliminares de la misión serán examinadas con las autoridades pertinentes al final de la misión. El informe de la misión será transmitido al Gobierno del Perú antes del 15 de noviembre de 1999 para sus comentarios y será puesto en consideración de los miembros del Comité del Patrimonio Mundial y su Mesa durante sus sesiones que tendrán lugar en Marrakesh, Marruecos, entre el 26 de noviembre y 4 de diciembre de 1999.

19 de octubre de 1999
HvH

MISION UNESCO-UICN-ICOMOS A MACHU PICCHU (PERU)

17 – 25 de Octubre de 1999

DOCUMENTACION SOLICITADA

1. Plan Maestro

2. Unidad de gestión (creación, estatutos, composición/organización; programación, plan de trabajo…)

3. Aspectos administrativos de manejo (presupuesto, personal…)

4. Turismo (estadísticas de números y flujos de turistas durante el día y el año, número y porcentaje que pernoctan dentro del parque, número y ubicación de camas, medio de transporte utilizado)

5. Teleférico (contrato de concesión, estudios previos, estudio de impacto ambiental…)

6. Proyectos de infraestructura adentro y afuera del parque con un posible impacto en los valores del parque (propuestas, estudios, decisiones sobre: hoteles, carreteras, ferrocarril, rehabilitación urbana de Aguas Calientes)

7. Vuelos de helicópteros (contrato de concesión, reglamentación, informes de seguimiento…)

8. Acceso de Aguas Calientes a la Ciudadela (número y frecuencia de autobuses, reglamentación…)

9. Patrimonio cultural y natural (inventarios y estudios, particularmente referente a las zonas donde se proponen o proyectan obras de infraestructura, etc…)

10. Posibles extensiones del parque (inventarios, estudios…)

11. Mapas del Sanctuario (1:50.000 o 1:100.000) y de la zona Aguas Calientes – Ciudadela

ANNEX II

Misión UNESCO-UICN-ICOMOS a Machu Picchu
17-25 de octubre de 1999

PROGRAMA

Llegadas a Lima**:**

Herman van Hooff:	domingo 17/10 (p.m.)
Róger Morales (IUCN):	lunes 18/ 10 (p.m.)
Alejandro Martínez (ICOMOS):	lunes 18/10 (p.m.)

Lunes 18

10h00	Reunión de trabajo: Sr. Herman van Hooff y Sra. Patricia Uribe, Representante de UNESCO Lugar: UNESCO Lima
12h30	Reunión entre el Sr. Herman van Hooff y la Sra. Josefina Takahashi, Jefe del INRENA y el Sr. Luis Alfaro.
15h20	Actividades individuales con la Representación de UNESCO
19h30	Reunión de la Misión con la Sra. Patricia Uribe

Martes 19

9h30 a 11h30	Reunión con la Misión Lugar: Despacho de la Dirección del INC Participantes: Sr. Luis Repetto, Director Nacional del INC Sr. Miguel Pazos, Asesor de la Dirección Nacional del INC Sr. Gustavo Benza, Director Ejecutivo del INC Sr. Luis Alfaro, Director General de Areas Naturales Protegidas y Fauna Silvestre (INRENA) Sra. Patricia Uribe, Representante de UNESCO en Perú

15h00	Reunión de la Misión con el Sr. Elías Mujica Lugar: Representación de UNESCO
17h00	Reunión de la Misión con el Sr. Gustavo Suárez de Freitas, Director Ejecutivo de Pro Naturaleza Lugar: Representación de UNESCO
Miércoles 20	**Viaje a Cuzco (a.m.)**
9h30	Reunión de la Misión con el Director del Programa Machu Picchu, Sr. Jesús Arias (Lugar: Sede del Programa Machu Picchu)
11h30	Reunión de trabajo con el INC-CUSCO Lugar: Sede del INC-CUSCO Participantes: Sr. Gustavo Manrique, Director Departamenteal , INC Cuzco Sr. Miguel Pazos, Asesor de la Dirección Nacional del INC Sr. Gustavo Benza, Director Ejecutivo del INC-Lima Sr. Luis Alfaro, Director General de Areas Naturales Protegidas y Fauna Silvestre (INRENA) Sra. Aidé Ortiz, Gerente de la Unidad de Gestión de Machu Picchu Sr. Héctor Walde, Sub Gerente de Patrimonio Cultural de la Unidad de Gestión de Machu Picchu Ing. Marcos Pastor, Sub Gerente de Patrimonio Natural de la Unidad de Gestión de Machu Picchu
15h00	Traslado de la Misión a Aguas Calientes en helicóptero
16h00	Traslado a Machu Picchu en microbus del INC
18h00	Regreso a Aguas Calientes
19H00	Reunión de trabajo en el Hotel El Pueblo, con la participación de : Sr. José Soto Vera, Alcalde de Aguas Calientes Sr. Miguel Pazos, Asesor de la Dirección Nacional del INC Sr. Gustavo Benza, Director Ejecutivo del INC-Lima Sr. Javier Lambari, Secretario general del INC-Cusco Sr. Luis Alfaro, Director General de Areas Naturales Protegidas y Fauna Silvestre (INRENA) Sra. Aidé Ortiz, Gerente de la Unidad de Gestión de Machu Picchu Sr. Héctor Walde, Sub Gerente de Patrimonio Cultural de la Unidad de Gestión de Machu Picchu

	Ing. Marcos Pastor, Sub Gerente de Patrimonio Natural de la Unidad de Gestión de Machu Picchu
Jueves 21	
08h00 a 10h30	Visita a Machu Picchu
12h00	Reunión de trabajo con la Unidad de Gestión: Sra. Aidé Ortiz, Gerente de la Unidad de Gestión de Machu Picchu Sr. Héctor Walde, Sub Gerente de Patrimonio Cultural de la Unidad de Gestión de Machu Picchu Ing. Marcos Pastor, Sub Gerente de Patrimonio Natural de la Unidad de Gestión de Machu Picchu
15h30	Regreso a Cuzco en helicóptero
16h30	Reunión con el Sr. Errol Castillo, Director Ejecutivo del Proyecto Especial Regional Plan COPESCO
17h00	Reunión con el Dr. Washington Galeano
18h00	Reunión con el Ing. Johnny Angulo Ríos, Presidente Ejecutivo del Consejo Transitorio de Administración Regional (CTAR) Región Inka
Viernes 22	Viaje Cuzco-Lima (a.m.)
14h45	Reunión de la Misión con la Sra. María del Rocía Vesga, Directora de Turismo, Directora Nacional de Turismo (e), Ministerio de Industria, Turismo, Integración y Negociaciones Comerciales Internacionales, con la participación del Sr. Luis Alfaro, Director General de Areas Naturales Protegidas y Fauna Silvestre (INRENA)
16h00	Reunión de la Misión con el Sr. Jesús Guillén, Director Coordinador de la Comisión de Privatización (COPRI) Lugar: COPRI
17h30	Reunión de la Misión con el Sr. Roberto Persivale Rivero, Gerente General de “Machu Picchu Cable Car S.A.” Lugar: COPRI

Sábado 23

09h30	Reunión de la Misión con el Sr. Alvaro Ruiz Rubio, Secretario de Organización de la Coordinadora Nacional para la Defensa del Patrimonio Cultural Preparación de conclusiones y recomendaciones
Domingo 24	Preparación de conclusiones y recomendaciones

Lunes 25

10h00	Reunión de conclusiones y recomendaciones preliminares Participantes: Sra. Josefina Takahashi, Jefe del INRENA; Luis Repetto, Director Nacional del INC Emb . Alejandro León Pazos, Director de Asuntos Culturales del Ministerio de Relaciones Exteriores Sr. Miguel Pazos, Asesor de la Dirección Nacional del INC; Sr. Luis Alfaro, Director General de Areas Naturales Protegidas y Fauna Silvestre (INRENA) Sra. Patricia Uribe, Representante de UNESCO Sr. Herman van Hooff, UNESCO Lugar: Representación de UNESCO
15h00	Reunión del Sr Herman van Hooff con Augusto Ortiz de Zevallos, Arquitecto y Urbanista
pm	Partida de la Misión

Annex III

Mission team

UNESCO World Heritage Centre

Mr Herman van Hooff (Team Leader)
Senior Programme Specialist for Latin America and the Caribbean at the UNESCO World Heritage Centre

IUCN

Mr Roger Morales Gonzalez (Costa Rica)
Director, Centro de Estudios para el Manejo Integral de Areas Silvestres CEMAS, S.A.
Consultant on Natural Resources and Wildlands

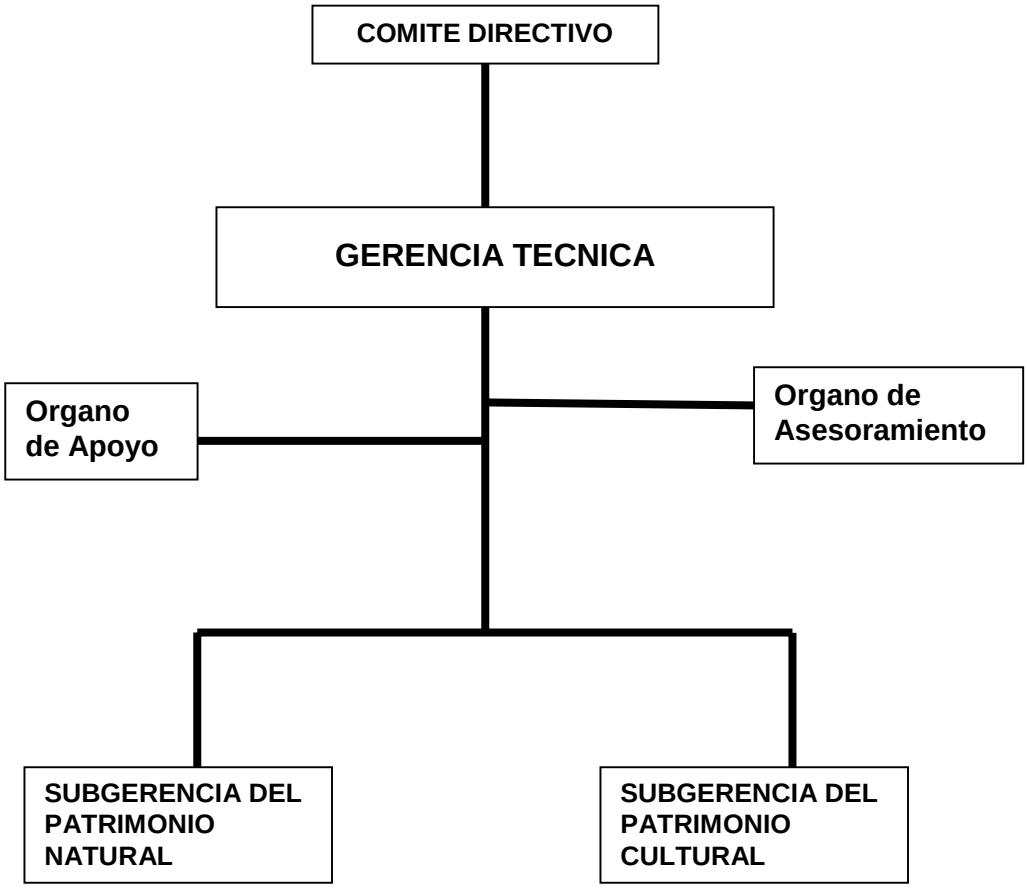
ICOMOS

Mr. Alejando Martinez Muriel (Mexico)
National Coordinator for Archaeology, National Institute for Anthropology and History

ANNEX IV

Organizational chart of the Management Unit for the Historic Sanctuary of Machu Picchu

ORGANIGRAMA ESTRUCTURAL DE LA UGM



ANNEX V

Description of the cable car project

Note:
This description of the cable car project is exclusively based on information and documentation provided during meetings with COPRI and the concessionary on Friday 22 October 1999 and the Environmental Impact Assessment (EIA) that COPRI handed to the mission on that date. Please also refer to point 3.2.5. of the mission report.

Background

The concession concerns the study and design of a cable car system from Aguas Calientes to the Ciudadela within the area indicated on the attached map, as well as the construction and operation of the cable car on the condition that the corresponding EIA be approved by the competent authorities. In the concession, relatively extended areas for the upper and lower stations were defined (7,607.60 and 6,400 m2 respectively) in order to facilitate the identification of the most appropriate location for these stations.

A first version of the EIA was submitted on 16 October 1998. INRENA, through the Ministry of Transportation and Communications, made a great number of specific observations in December 1998 and February and March 1999. A process of revisions and completion of the studies led to the version of the EIA that was submitted to the Ministry of Transportation and Communications on 11 August 1999, a copy of which was received by the mission from COPRI and from which the following information was derived:

Location, length and capacity

The lower station is located at the outskirts of the village of Aguas Calientes. An intermediate tower is placed on the Putukusi mountain. The upper station is located at 300 meters from the entrance to the Ciudadela close to a small building knows as the INC-Comedor. The length of the cable is 959 meters from the lower station to the intermediate tower and 1137 meters from the intermediate tower to the upper station. Two cabins would be able to transport 500 passengers per hour.

Functions

As to the functions of the buildings at the lower and upper stations, the EIA recalls that the concession contract includes the option for the concessionary to construct facilities such as hotels, restaurants, museums, commerce etc. On page 3 of the Architectural Project of the EIA it is stated however that no hotels will be built at any of the stations and that no commercial activities will be included that would compete with the local vendors.

Lower station

The lower station is located at the outskirts of the village of Aguas Calientes between the railway and the river (km 111) and constitutes a prolongation of the commercial area of the village. The characteristics of the building are the following:

Constructed area:	977.40 m2
Functions:	Lobby, bathrooms, open air platform, information desk, offices, snackbar, shop, ticket office, waiting room for 90 persons, two waiting rooms of 45 passangers each, platform for the cable car, basement and technical installations (electrical and diesel back-up system).
Dimensions:	The total construction has a longitude of 64.65 meters and a width between 14.65 and 18.75 meters. The height of the lobby area is 10.40 meters. The facade of the station building where the cabins leave and arrive has a total height of 22.34 meters and a width of 14.65 meters.

Intermediate tower

Located on the Putukusi mountain, the metal tower has a height of 13 meters and occupies an area of 34 m2.

Upper station

Located at 300 meters from the entrance to the Ciudadela and across the road of the INC-Comedor. The area has a strong inclination.

Constructed area:	315 m2
Functions:	Platform, lobby, waiting room for 45 passengers, bathrooms and technical installations, stairway to connect lobby to road.
Dimensions:	The total construction has a width of 22.30 meters and a depth of 16.15 meters. The main element of the building has a width of 14.65 meters and a height of 15.65 meters on a basement of approximately 3 meters.

Cabins

Two cabins will be used, each with a dimension of 4.60 meters long, 2.50 meters wide and 2.70 high.

Annex VI

Maps

VI.1. Map of the regional context (Historic Sanctuary, proposed buffer zone and zone of indirect influence)
VI.2. Detail of map VI.1.
VI.3. Map of the Historic Sanctuary of Machu Picchu