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CONVENTION CONCERNING THE PROTECTION OF THE WORLD  
CULTURAL AND NATURAL HERITAGE

CONVENTION CONCERNANT LA PROTECTION DU PATRIMOINE  
MONDIAL, CULTUREL ET NATUREL

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**Item 7 of the Provisional Agenda: State of conservation of properties inscribed on the World Heritage List and/or on the List of World Heritage in Danger**

**Point 7 de l'Ordre du jour provisoire: Etat de conservation de biens inscrits sur la Liste du patrimoine mondial et/ou sur la Liste du patrimoine mondial en péril**

MISSION REPORT / RAPPORT DE MISSION

Historic Sanctuary of Machu Picchu (Peru) (274)  
Sanctuaire historique de Machu Picchu (Pérou) (274)

22 - 25 February 2017

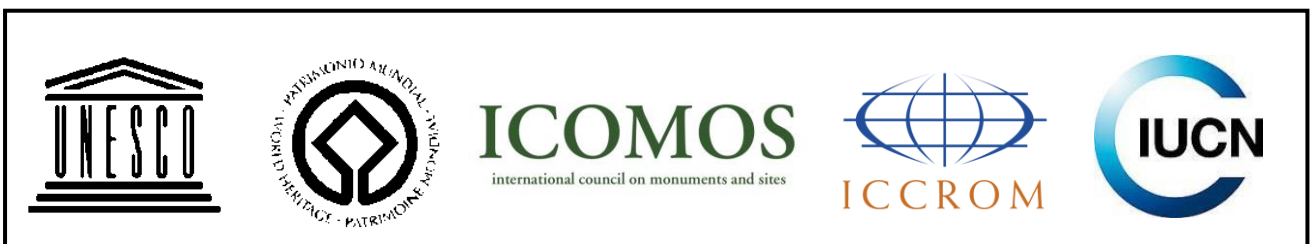
**WHC-ICOMOS-IUCN-ICCROM Reactive Monitoring Mission to  
“Historic Sanctuary of Machu Picchu” (Peru)**

**MISSION REPORT**

**22-25 February 2017**



**June 2017**



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### **National authorities**

- Mr. Salvador del Solar Labarthe, Minister of Culture
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- Mr. Roger Valencia, Vice-Minister of Tourism and representative of the Ministry of Foreign Trade and Tourism
- Mr. Jorge Arrunátegui Gadea, Vice-Minister for Cultural Heritage and Cultural Industries from the Ministry of Culture
- Mr. Pedro Gamboa Moquillaza - Director of SERNANP (Servicio Nacional de Áreas Naturales Protegidas)
- Mr. José Carlos Nieto Navarrete, Management Director of SERNANP
- Ms. Ana Maria Hoyle, Direction of World Heritage Sites at the Ministry of Culture

### **Regional and local authorities**

- Mr. Yordan Baldoceda, Regional Government of Cuzco
- Mr. Humberto Huamán, Mayor of the Urubamba Province
- Mr. Delman David Gayoso García Mayor of Machu Picchu Village District
- Mr. Armando Mujica Aguilar, Advisor to the Mayor of Machu Picchu Village District
- Mr. Aldo Estrada, Advisor to the Mayor of Machu Picchu Village District
- Mr. Hernando Galindo Santisteban, Technical Secretary of the UGM (Unidad de Gestion de Machu Picchu) Technical Committee
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## **Executive summary and list of recommendations**

Embedded within a dramatic landscape at the meeting point between the Peruvian Andes and the Amazon Basin, the Historic Sanctuary of Machu Picchu (SHM) is among the greatest artistic, architectural and land use achievements worldwide and the most significant tangible legacy of the Inca civilization. Recognized for its outstanding cultural and natural values, the mixed World Heritage property was inscribed in 1983 under criteria (i); (iii); (vii) and (ix) at the 7th session of the World Heritage Committee in Paris, by Decision CONF 009 VIII.29.

The Statement of Outstanding Universal Value (SOUV), laying out the justification for which the property was inscribed on the World Heritage List, is centred on human creative genius (i), the unique testimony of the Inca civilization (iii), the exceptional scenic and geomorphological beauty (vii) and the great diversity of microclimates, habitats and species of flora and fauna with a high degree of endemism (ix).

The World Heritage Committee examined the state of conservation of the property at its 39th session (Bonn, 2015) and by Decision **39 COM 7B.36**, while acknowledging the significant progress reported by the State Party, the Committee noted that most of the deadlines set up in **Decision 37 COM 7B.35** had not been met. The Committee also noted that there had not been demonstrated results of the reported actions relating to the effectiveness of management and conservation mechanisms of the property.

Taking into consideration the important challenges facing the property and the remaining potential threats to its integrity and OUV, it was suggested that focused technical support should be offered to the State Party to help identify governance obstacles that prevented progress with addressing these challenges and how they might be overcome. The Committee recommended the State Party to invite an Advisory mission with the participation of the World Heritage Centre and Advisory Bodies, in the form of a workshop with national and local authorities, which was held in January 2016.

The Committee also requested the State Party to invite a follow-up joint World Heritage Centre/Advisory Bodies Reactive Monitoring mission to assess the progress made in the implementation of pending measures following the workshop. This report informs on the main findings and recommendations issued from this last Reactive Monitoring mission, undertaken from 22 to 25 February 2017.

## **Main findings of the mission:**

The Reactive Monitoring mission has confirmed that in spite of multiple challenges regarding the control of increasing visitor numbers, urban and development pressures, the Outstanding Universal Value (OUV) of the property, especially the archeological site (Llaqta) and most of the nature reserve surrounding it, is in an adequate state of conservation.

It is important to highlight that the current Reactive Monitoring mission in combination with the previous Advisory mission over a 2-year monitoring cycle proved to be a successful method to provide technical support to the State Party in the implementation of some of the Committee's recommendations. The mission also found that there is a stronger political will to protect the property through a joint, multi-institutional effort. Both 39 COM 7B.36 and 37 COM 7B.35 decisions were comprehensively addressed by the State Party, which demonstrates sufficient progress to overcome a period of six years of considerable threats facing the property. Although governance arrangements have improved, this positive momentum will still need fostering to reach a sustainable outcome for the property and there remain specific challenges that require the Committee's attention.

In terms of management, although visions and expectations on the management still diverge, the establishment of the management unit (UGM, *Unidad de Gestión del Santuario Histórico de Machu Picchu*) and the active participation of relevant local and national authorities have helped to improve governance arrangements. Especially the future inclusion of the Santa Teresa district government (without territory within the property but an important gateway from the Amazonian side) could be a clear commitment from UGM to consider a wider context for the property's management, beyond its strict geographic borders.

Some challenges remain and should be addressed. Among the main ones is the still pending new regulation for the UGM. It is of utmost importance to have the regulations in place and enforced before tourism and infrastructure development starts accelerating. The mission found that the different studies currently accepted by UGM - the Harmonization of Legislative Framework, the Comprehensive Amazonian Access Strategy, the Management Effectiveness Assessment; the Public Use Plan - all have valuable elements, but should be better connected to an integral vision for the whole property and its Master Plan.

The mission has observed good efforts to regulate the Amazonian Access, including necessary infrastructure improvements at the Santa Teresa side and plans to diversify the tourism offer. However, it is felt that the development is still driven by the need to accommodate an increasing number of tourists and not by the needs of conservation.

Carrying capacity studies are only partly executed, do not appear to be focused on the OUV and are not translated into effective visitors control at the property. The different studies (Llaqta, Inca Trail and rest of the site) should be completed, connected and enforced. While focusing on immediate conservation issues, the carrying capacity studies should also take into account the long-term effects of an increase in visitor numbers on the attributes of OUV of the property. While an increase in visitor numbers may be manageable with regards to the visitor experience, they may not necessarily be compatible with the conservation of the property and its OUV.

The mission emphasized the importance of monitoring and investigation in the process of finding new and better solutions to the conservation issues. The Management Effectiveness

Assessment presented is incomplete and should be strengthened to have an adequate, effective and transparent integral management tool.

Finally, new infrastructure (visitor's centres, train station, road connection from the Machu Picchu Village to Puente Ruinas, Amazonian Access) should be limited only to what is absolutely necessary to guarantee safety to visitors, and be fully guided by the conservation of the property and the safeguarding of its OUV. Impact Assessments should be carried out routinely on all major projects and submitted for review along with detailed plans. The guidance and advice notes of World Heritage standards - IUCN World Heritage Advice Note on Environmental Assessments and the ICOMOS Guidance on Heritage Impact Assessments for Cultural World Heritage - should be strictly applied.

### **Final list of recommendations:**

In general, while noting the progress made in terms of strengthening governance and management since the Advisory Mission, the mission members recommend that the State Party, as a matter of priority, should:

#### Governance, Management Effectiveness and Public Use Plan:

1. Adopt and implement new regulations for the Machu Picchu Management Unit (UGM), including the activation of its Steering committee;
2. Integrate the Harmonization of Legislative Framework, the Comprehensive Amazonian Access Strategy, the Management Effectiveness Assessment, and the Public Use Plan into an integral vision for the whole property expressed in its Master Plan;
3. Complement the Management Effectiveness Assessment using a series of criteria against agreed objectives or standards, to allow the assessment to be an adequate, effective and transparent integral management tool for both natural and cultural aspects;
4. Complete the Public Use Plan with a more detailed implementation plan and operative regulations including tourism and other uses, based, among others, on a detailed assessment of the potential impact of different activities and uses on the Outstanding Universal Value (OUV) of the property;

#### Tourism Strategy

5. Define the carrying capacity for both the Llaqta and the Inca Trail, based principally on the OUV of the property and its conservation goals, including pertinent conservation issues, such as erosion and pollution, in the calculations of carrying capacities. In addition, visitor safety and visitor experience should also be taken into account;
6. Enforce clear limits to visitor numbers, once carrying capacity has been defined. To avoid damage to the property and improve the visitor experience, the proposed plans

for differentiation of visitor flows and promotion of alternative visitor sites outside the Llaqta are commendable, and should be pursued;

7. Ensure the involvement of various stakeholders in the regulation of visitor flows, including bus and train transport companies, to establish a proactive visitor flow regulation;
8. Address the concerns expressed by stakeholders from Machu Picchu Village regarding the Puente Ruinas Visitors Centre and start the implementation of the project, as previously recommended during the last Advisory mission;
9. In line with Paragraph 172 of the *Operational Guidelines*, submit to the World Heritage Centre, for review by the Advisory Bodies, detailed information on all infrastructure projects in the region, prior to their approval or implementation;

#### Amazonian Access Strategy

10. Implement the Amazonian Access Strategy within the framework of the Master Plan guided by the principal goal of conservation of the OUV of the property, including:
  - a. Approve the Aobamba-Puente Ruinas site plan and apply its regulations,
  - b. Regulate the type of constructions that will be permitted along the hiking trail in order to avoid all negative impacts to OUV including visual, ecological and other impacts, either for the trail or the Llaqta,
  - c. Define clearly who has the right to develop infrastructure along the hiking trail and at the train stop,
  - d. Prohibit and remove any construction of informal infrastructure along the trail in the Aobamba-Puente Ruinas area,
  - e. Keep working closely with all local stakeholders involved in the provision of services along the hiking trail,
  - f. Connect the development of the hiking trail with the overall Amazonian Access Strategy,
  - g. Consider including the proposed plan for a second Visitors Centre in the development strategy for the Amazonian Access,
  - h. In line with Paragraph 172 of the *Operational Guidelines*, submit the project for the second Visitors Centre and relocation of the train station to the World Heritage Centre, for review by the Advisory Bodies, prior to its implementation,
  - i. Advance the planning of the infrastructure of the Amazonian Access in collaboration with all stakeholders, the World Heritage Centre, and the Advisory Bodies;

#### Machu Picchu Village

11. Limit the construction works for the connection between Machu Picchu Village and Puente Ruinas (Alameda de Machu Picchu Pueblo) to a minimum necessary, in order to reduce risks to visitors and maintain the OUV of the property. The guidance and advice notes of World Heritage standards - IUCN World Heritage Advice Note on Environmental Assessments and ICOMOS Guidance on Heritage Impact Assessments for Cultural World Heritage - should be strictly applied;

12. Apply in this project building materials and techniques better adapted to the local context, such as maintaining the "dirt road" using aggregating material to compact the soil and increase its resistance to wear and tear caused by traffic; using light structures of wood and steel for building the pedestrian way and the belvederes; and avoiding the use of concrete containing walls that reduce the river gutter. As per this approach, in case of natural disasters, such as floods and landslides, the built structures would not constitute barriers for the natural flow of materials (water, soil, rocks) and the replacement costs of the built structures would be lower.

#### Santa Teresa Village

13. Address the challenges for a new urban development model of the Municipality of Santa Teresa through the enhancement of financing capacity and expertise of local institutions in urban planning and management, as well as the development of an urban master plan;
14. Link and coordinate all development in Santa Teresa Village with the Amazonian Access plan and the management of the World Heritage property in general;
15. Prepare an urban development plan for Santa Teresa that considers:
  - a. urban limits of the territorial expansion of the village,
  - b. identification of areas, plots and buildings for the purpose of conserving the traditional form of occupation of the land in the settlement,
  - c. zoning of building densities in the plots using criteria, such as the height of buildings and envelope regulations,
  - d. determination of pedestrian streets and vehicle parking areas, and
  - e. an edification code identifying the traditional techniques and materials to be employed in new building and rehabilitation works;

#### Ecotourism Activities and Proposal for Biosphere Reserve

16. Further develop options for diverse nature based tourism as a complement to cultural tourism, aiming at diversifying visitor sites and activities and increasing the sustainability of the use of the Sanctuary;
17. Implement the work plan for 2017 to develop the proposal for the Biosphere Reserve, which will encompass the property and other protected areas, putting the highest priority on stakeholder consultation (public agencies, private sector, and the wider population) and broadening participation of several stakeholders and institutions in the process;
18. Ensure that the proposal for the Biosphere Reserve promotes the best possible expression of the property's OUV and includes measures to strengthen the conservation of the Sanctuary as well as to stimulate sustainable economic development of the wider region;



## Preservation and Conservation

19. Ensure regular monitoring in order to understand the trends of the property's state of conservation as well as the connections between natural phenomena, human activities, in particular degradation caused by high visitor numbers, and conservation issues;
20. Urgently develop a research plan to support new and better solutions to conservation problems.

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## 1. BACKGROUND TO THE MISSION

### 1.1. Inscription criteria and Statement of Outstanding Universal Value (OUV)

The property was inscribed in 1983 as a mixed property under criteria (i), (iii), (vii) and (ix) at the 7th session of the World Heritage Committee in Paris, by Decision CONF 009 VIII.29 under the name of “Historic Sanctuary of Machu Picchu”.

In 2007, by **Decision 31 COM 11D.1**, the World Heritage Committee requested that Statements of Outstanding Universal Value (OUV) be drafted and approved retrospectively for all World Heritage properties inscribed between 1978 and 2006, prior to the launch of the Second Cycle of Periodic Reporting in each region. A statement of OUV represents a formalisation, in an agreed format, of the reasons why a World Heritage property has OUV. It is an essential requirement for the inscription of a property on the World Heritage List.

In this context, the State Party initiated the process of drafting its Retrospective Statement of OUV which, after evaluation by the Advisory Bodies, was adopted in 2013 by **Decision 37 COM 8E** as reproduced in the box below. However, while most of the information of the statement serves as unchangeable baseline data (e.g. information on the OUV and criteria), some of the issues addressed, especially in the section on Protection and management requirements, are further evaluated in this document.

#### **Brief Synthesis**

Embedded within a dramatic landscape at the meeting point between the Peruvian Andes and the Amazon Basin, the Historic Sanctuary of Machu Picchu is among the greatest artistic, architectural and land use achievements anywhere and the most significant tangible legacy of the Inca civilization. Recognized for outstanding cultural and natural values, the mixed World Heritage property covers 32,592 hectares of mountain slopes, peaks and valleys surrounding its heart, the spectacular archaeological monument of “La Ciudadela” (the Citadel) at more than 2,400 meters above sea level. Built in the fifteenth century Machu Picchu was abandoned when the Inca Empire was conquered by the Spaniards in the sixteenth century. It was not until 1911 that the archaeological complex was made known to the outside world.

The approximately 200 structures making up this outstanding religious, ceremonial, astronomical and agricultural centre are set on a steep ridge, crisscrossed by stone terraces. Following a rigorous plan the city is divided into a lower and upper part, separating the farming from residential areas, with a large square between the two. To this day, many of Machu Picchu’s mysteries remain unresolved, including the exact role it may have played in the Incas’ sophisticated understanding of astronomy and domestication of wild plant species.

The massive yet refined architecture of Machu Picchu blends exceptionally well with the stunning natural environment, with which it is intricately linked. Numerous subsidiary centres, an extensive road and trail system, irrigation canals and agricultural terraces bear witness to longstanding, often on-going human use. The rugged topography making some areas difficult to access has resulted in a mosaic of used areas and diverse natural habitats. The Eastern slopes of the tropical Andes with its enormous gradient from high altitude “Puna” grasslands and *Polylepis* thickets to montane cloud forests all the way down towards the tropical lowland forests are known to harbour a rich biodiversity and high endemism of global significance. Despite its small size the property contributes to conserving a very rich habitat and species diversity with remarkable endemic and relict flora and fauna.

**Criterion (i):** The Inca City of the Historic Sanctuary of Machu Picchu is the articulating centre of its surroundings, a masterpiece of art, urbanism, architecture and engineering of the Inca Civilization. The

working of the mountain, at the foot of the Huaya Picchu, is the exceptional result of integration with its environment, the result from a gigantic effort as if it were an extension of nature.

**Criterion (iii):** The Historic Sanctuary of Machu Picchu is a unique testimony of the Inca Civilization and shows a well-planned distribution of functions within space, territory control, and social, productive, religious and administrative organization.

**Criterion (vii):** The historic monuments and features in the Historic Sanctuary of Machu Picchu are embedded within a dramatic mountain landscape of exceptional scenic and geomorphological beauty thereby providing an outstanding example of a longstanding harmonious and aesthetically stunning relationship between human culture and nature.

**Criterion (ix):** Covering part of the transition between the High Andes and the Amazon Basin the Historic Sanctuary of Machu Picchu shelters a remarkably diverse array of microclimates, habitats and species of flora and fauna with a high degree of endemism. The property is part of a larger area unanimously considered of global significance for biodiversity conservation.

### **Integrity**

The Historic Sanctuary of Machu Picchu meets the conditions of integrity, as the natural and human-made attributes and values that sustain its Outstanding Universal value are mostly contained within its boundaries. The visual ensemble linking the main archaeological site of the Historic Sanctuary of Machu Picchu with its striking mountain environment remains mostly intact.

It is desirable to extend the property to encompass an even broader spectrum of human-land relationships, additional cultural sites, such as Pisac and Ollantaytambo in the Sacred Valley, and a larger part of the Urubamba watershed would contribute to strengthening the overall integrity. In particular, the value for the conservation of the many rare and endemic species of flora and fauna would benefit from the inclusion or a stronger management consideration of the adjacent lands. A considerable number of well-documented threats render the property vulnerable to losing its future integrity and will require permanent management attention.

### **Authenticity**

Upon the abandonment of the Historic Sanctuary of Machu Picchu at the beginning of the sixteenth century, vegetation growth and isolation ensured the conservation of the architectural attributes of the property. Although the design, materials and structures have suffered slight changes due to the decay of the fabric, the conditions of authenticity have not changed. The rediscovery in 1911, and subsequent archaeological excavations and conservation interventions have followed practices and international standards that have maintained the attributes of the property.

### **Protection and management requirements**

The state-owned Historic Sanctuary of Machu Picchu is an integral part of Peru's national protected areas system and enjoys protection through several layers of a comprehensive legal framework for both cultural and natural heritage. The boundaries of the Historic Sanctuary of Machu Picchu are clearly defined and the protected area is surrounded by a buffer zone exceeding the size of the property.

The Management Unit of the Historic Sanctuary of Machu Picchu (UGM) was established in 1999 to lead the strategies contained in the Master Plans, which are the regularly updated governing documents for the management of the property. The UGM was reactivated in 2011 and is comprised of representatives of the Ministries of Culture, Environment and Foreign Trade and Tourism, the Regional Government of Cuzco, serving as the President of the Executive Committee, and the local municipality of Machu Picchu. A platform bringing together key governmental representatives at all levels is indispensable for the management of a property which forms part of Peru's very identity and is the country's primary domestic and international tourist destination.

Notwithstanding the adequate legislative and formal management framework, there are important challenges to the interinstitutional governance and the effectiveness of management and protection of the property. The dispersed legislation would benefit from further harmonization and despite existing efforts the involvement of various ministries and governmental levels ranging from local to national remains a complex task, including in light of the sharing of the significant tourism revenues. Tourism itself represents a double-edged sword by providing economic benefits but also by resulting in major cultural and ecological impacts. The strongly increasing number of visitors to the Historic Sanctuary of Machu Picchu must be matched by an adequate management regulating access, diversifying the offer and efforts to fully understand and minimize impacts. A larger appropriate and increasing share of the significant tourism revenues could be re-invested in planning and management. The planning and organization of transportation and infrastructure construction, as well as the sanitary and safety conditions for both tourists and new residents attracted by tourism requires the creation of high quality and new long-term solutions, and is a significant ongoing concern.

Since the time of inscription consistent concerns have been expressed about ecosystem degradation through logging, firewood and commercial plant collection, poor waste management, poaching, agricultural encroachment in the absence of clear land tenure arrangements, introduced species and water pollution from both urban waste and agro-chemicals in the Urubamba River, in addition from pressures derived from broader development in the region. It is important to remember that the overall risks are aggravated by the location in a high altitude with extreme topography and weather conditions and thus susceptibility to natural disasters. Continuous efforts are needed to comply with protected areas and other legislation and plans and prevent further degradation. There is also great potential for restoring degraded areas.

## **1.2. Examination of the State of Conservation by the World Heritage Committee**

The World Heritage Committee has examined the state of conservation of the property in 22 sessions and yearly between 1996 and 2013. The last two sessions were the 37th (Phnom Penh, 2014) and the 39th (Bonn, 2015).

Since its inscription, the property has never been inscribed on the List of World Heritage in Danger. However, beginning in 2008 (Decision 32 COM 7B.44), and reiterated in 2010 (Decision 34 COM 7B.42), 2013 (Decision 37 COM 7B.35) and 2015 (Decision 39 COM 7B.36), the Committee has suggested the possible inscription of the property on the List of World Heritage in Danger if no substantial progress in the implementation of its recommendations is noted.

The last missions to visit the property have been:

- A joint WHC/ ICOMOS/ IUCN reactive monitoring mission in 2009
- A WHC mission in 2010
- A joint WHC/ ICOMOS/ IUCN technical Advisory mission in 2012
- A joint WHC/ ICOMOS/ ICCROM/ IUCN Advisory mission in 2016

On 16 May 2014, the State Party submitted a progress report and on 6 February 2015, a report on the state of conservation of the property for review at the 39th session of the World Heritage Committee.

At its 39th session (Bonn, 2015), the World Heritage Committee, evaluating the abovementioned documents, welcomed the efforts made by the State Party towards the implementation of a number of the Committee's recommendations. Nonetheless it considered that insufficient progress had been made over the past six years to address the considerable challenges and threats facing the property. Therefore the Committee

considered that further technical support was needed in order to identify revise how governance obstacles may be overcome, and to foster a momentum that may lead to a more sustainable outcome.

In **Decision 39 COM 7B.36**, the Committee recommended that the State Party invite as a matter of priority an Advisory mission with the participation of the World Heritage Centre and Advisory Bodies, in the form of a workshop with national and local authorities, in order to:

1. Harmonize legislative frameworks and strengthen governance arrangements for the property,
2. Develop a comprehensive strategy for the Western Access before implementing actions that lead to the consolidation of this access,
3. Undertake the Management Effectiveness Assessment in the framework of the approval process of the Management Plan,
4. Finalize the Public Use Plan in line with the provisions of the Master Plan, including the definition of the carrying capacity for the Sanctuary and its components, and Machu Picchu Village,
5. Finalize the Urban Plan Scheme for Machu Picchu Village.

The Committee also requested the State Party to invite a follow-up joint World Heritage Centre/Advisory Bodies Reactive Monitoring mission to assess the progress made in the implementation of pending measures since the workshop.

### 1.3. Purpose of the mission

The Reactive Monitoring mission was carried out from 22 to 25 February 2017 and its objectives were to evaluate whether adequate responses are in place in terms of strengthening governance to address the long-standing development threats to the property, and to assess specifically progress with the implementation of the recommendations of the last Advisory Mission and workshop. In particular, the mission had the following objectives:

1. Review the effectiveness regarding the execution of the Strategy Document, a follow-up document and roadmap agreed with the State Party during the UNESCO/ ICOMOS/ IUCN/ ICCROM Advisory Mission held in Cuzco in January 2016, that aimed to ensure the Committee's **Decisions 39COM 7B.36** and **37COM 7B.35** are fully implemented;
2. Evaluate whether effective planning, management and other processes are now in place to overcome obstacles that prevented progress with addressing the considerable challenges and threats to the property, particularly in relation to tourism-related development, and whether the property's Outstanding Universal Value (OUV) is now being adequately sustained;
3. Assess the progress made in the inclusion of previous recommendations in planning documents, especially in the ones being developed under the "New Vision" Tourism Strategy.

## 2. NATIONAL POLICY FOR THE PRESERVATION AND MANAGEMENT OF THE WORLD HERITAGE PROPERTY

### 2.1. Protected area/national legislation

Current legislation in the field of cultural and natural heritage establishes the exclusive responsibilities, duties and powers of the two supervisory bodies, namely the Ministry of Culture and the Ministry of the Environment, through their technical bodies, which are in charge of the co-management of the Historic Sanctuary of Machu Picchu (SHM).

The most important applicable legal provisions at the national level are as follows:

- Constitution of Peru 1993 – National Cultural Heritage is protected by the Peruvian State, as established in Article 21, while the conservation of biodiversity and protected natural areas is protected, also by the State, as established in Article 68.
- Law 28296 (2006) – (*Decreto Supremo*) - General Law of National Cultural Heritage and its Regulations, approved by Executive Order 011-2006-ED.
- Law 29565 (2010) – Law that Creates the Ministry of Culture and its Regulations.
- Executive Order 1013 (2008) - (*Decreto Legislativo*) – Law that creates the Ministry of the Environment and its regulations.
- Law 23765 (1983) – Declares Machu Picchu National Archaeological Park as National Cultural Heritage, in line with the “Convention Concerning the Protection of the World Cultural and Natural Heritage” ratified by Peruvian Legislative Resolution N°23349. Article 4 calls for the creation of a Multi-Sectoral National Commission for the promotion, elaboration, organization, management and implementation of projects and programmes regarding the property.
- Law 26834 (1997) – Law of Protected Natural Areas and its Regulations. According to Article 22, all National Parks are part of the System of Natural Areas Protected by the State (SINANPE in Spanish). Its management is supervised by the INRENA (today SERNANP), as established by Articles 6 through 26.
- Executive Order 016-2009-MINAM (2009) – (*Decreto Supremo*) - Approves the General Plan for State-Protected Natural Areas and charges the SERNANP with the supervision of its implementation.
- Executive Order 001-81-AA (1981) – (*Decreto Supremo*) - Establishes the Historic Sanctuary of Machu Picchu (SHM), including its boundaries and a surface of 32,592 ha.
- Executive Order 003-2011-MC (2011) – (*Decreto Supremo*) - Modifies the composition and competences of the Management Division of the Historic Sanctuary of Machu Picchu (SHM) Steering and Technical Committees.

At regional and local levels, the following provisions are also applicable:

- Law 27867 (2002) – Organic Regional Governments Law. Article 47, amended by Law 27902, Article 9, declares that the National Cultural Heritage located in the region shall be protected and conserved in coordination with the local government and the organisms concerned.
- Law 27972 (2003) – Organic Law of Municipalities. Article 82, Paragraph 12 states that the municipalities’ functions are to promote the protection and diffusion of National Cultural Heritage located in its jurisdiction, as well as the defence and



conservation of artistic, archaeological and historical monuments, in collaboration with the national and regional organisms concerned with their identification, documentation, management, conservation and restoration.

Furthermore, international agreements have also been ratified by national law:

- Executive Resolution 26178 (1993) - (*Resolución Legislativa*) - which ratifies the Montreal Protocol on Substances that Deplete the Ozone Layer
- Executive Resolution 26181 (1993) - (*Resolución Legislativa*) - which ratifies the Convention on Biological Diversity (CBD) adopted in Rio de Janeiro in 1992.

Likewise, regarding tourism development within the limits of the property:

- Law 29408 (2009) – General Tourism Act, which outlines in Article 3 that the development of tourism should not affect cultural and natural resources, but promote their conservation.

## 2.2. Institutional framework

According to the laws and regulations, the responsibility of the Historic Sanctuary of Machu Picchu is shared among several agencies: the Ministry of Culture, through its Decentralised Directorate of Culture in Cuzco, the Ministry of Environment through the SERNANP, the Regional Government of Cuzco (GORE-Cuzco), the Provincial Municipality of Urubamba and the District Municipality of Machu Picchu (MDM).

- The Ministry of Culture, under its Decentralised Directorate of Culture in Cuzco (DDC-Cuzco), has jurisdiction over the **National Cultural Heritage**, tangible and intangible, according to the *Rules of Organisation and Functions of the Ministry of Culture*.
- The Ministry of Environment, under its Specialized Technical Public Organism, the Peruvian Natural Protected Areas Service (SERNANP), is in charge of ensuring the conservation of the **Natural Protected Area** of the property in line with the disposition of the National System of Natural Protected Areas. It works in coordination with the regional and local governments.
- The Regional Government of Cuzco (GORE-Cuzco), according to the *Organic Law of Regional Governments (Law 27867)*, has jurisdiction within its territory. Among its functions is the responsibility to protect, preserve and promote the regional and local cultural heritage, in coordination with local governments and related agencies. It also has jurisdiction over issues related to infrastructure, energy and mining, agriculture, foreign trade and tourism, manufacturing, education, health, employment, housing, construction and sanitation, transport and communications.
- The Provincial Municipality of Urubamba (MPU) is in charge of promoting and protecting the national cultural heritage located in its jurisdiction, in collaboration with the national and regional organisms concerned. Article 80 of Law 27972 (Organic Law of Municipalities) determines that solid waste management falls within the responsibilities of the MPU's administration (direct or by contract service). Furthermore, Article 161 declares that it is within its function to organize a metropolitan system for waste treatment and disposal.
- The District Municipality of Machu Picchu (MDM) is the executive organ of the local government and is responsible for the fulfilment of the Municipal Council and Mayor Offices' dispositions.

Other related national agencies:

- The Ministry of Tourism (MINCETUR in Spanish), according to the *General Tourism Act* (Law 29408, Article 18) must regulate the utilization of the national cultural heritage tangible assets for tourism purposes through a Management Plan or a Tourist Use Plan which must be approved by the authority in charge of the conservation and management of the property.
- The Ministry of Transport and Communications, through its Regional Direction of Transport and Communication in Cuzco (DRTCC) is responsible for leading and guiding the development of the transportation and communications infrastructure and services in the region of Cuzco.

### **2.3. Management structure**

The Ministry of Culture in Peru was created on 20 July 2010, by Law 29565. Regarding the management of heritage related themes, the Ministry has a General Directorate of Cultural Heritage, which among other functions, coordinates and proposes the declaration of national cultural heritage and nominations to the World Heritage List of UNESCO.

The Directorate oversees the management of the Decentralised Directorates of Culture, which within their territory act for and on behalf of the Ministry. These Directorates exercise the executive functions of the Ministry in a decentralised manner, including those related to cultural heritage (Rules of Organisation and Functions of the Ministry of Culture, Art. 97).

The Ministry of Environment of Peru was created on 13 May 2008. Its function is to oversee the environmental sector of Peru, with the authority to design, establish and execute government policies concerning the environment.

The Ministry entrusts its specialized technical public organization, the National Service of Natural Areas Protected by the State (SERNANP) with the monitoring of the property. The mission of SERNANP is to monitor the System of Natural Protected Areas of Peru from an economic, integral and participatory approach that aims to sustainably manage the natural protected areas.

Both SERNANP and the Ministry of Culture have specific responsibilities for the management of the Historic Sanctuary and the Archaeological Park of Machu Picchu, according to the Master Plan, which aims to conserve the natural and cultural values of the property.

The *Management Unit for the Historic Sanctuary of Machu Picchu* (UGM) was created in 1999 by Supreme Executive Order 023-99-AG in order to improve the management of the Sanctuary and widen the base of actors involved in the decision-making processes. Changes were made to the UGM through Supreme Executive Order 029- 2001-AG and Supreme Executive Order 032-2002-AG. The *Organizational and Functional Regulations* of the Unit were approved with Resolution 01-2000-UGM-CD and modified through Resolution 001-2003-UGM-CD. The latest change to the UGM, made in 2011 with Supreme Executive Order 003-2011-MC, highlights its responsibility for the implementation of the comprehensive management strategy of the property and the implementation of the Master Plan. The UGM is composed of two bodies, the Steering Committee (SC) and the Technical Committee (TC), and is considered to be an important tool to harmonize decision-making processes regarding the management of the property within the mandates of each authority. While the TC has shown activity, the SC, under the permanent presidency of the President of the Cuzco

Regional Government, has not been active. For that reason, one of the objectives formulated in the Master Plan 2015 - 2019 is to improve the effectiveness of the UGM.

#### **2.4. Boundaries of the property**

In 1983, the State Party submitted the map of the delimitation area within the nomination file. The area of the inscribed property is 38,160.87 ha.

In 2007, the World Heritage Centre launched, in the framework of the Second Cycle of the Periodic Reporting Exercise, a Retrospective Inventory Project to identify gaps and omissions in all nomination files of properties inscribed on the World Heritage List between 1978 and 1998. Its immediate goal was to improve the technical information of the boundaries of these properties as inscribed on the World Heritage List.

In this context, in 2013, the State Party sent a new map of the property to the World Heritage Centre for review. The map was adopted by Decision **37 COM 8D** by the World Heritage Committee at its 37th session (Phnom Penh, 2013).

According to the requirements set by the Retrospective Inventory project, the boundaries adopted by Decision **37 COM 8D** are the same ones included in the nomination file. These maps did not include a buffer zone for the property. However, by Article 2 of Presidential Resolution 070-2015-SERNANP, which approves the “Master Plan 2015-2019 for the Historic Sanctuary of Machu Picchu”, the State Party further approved a buffer zone, as proposed in Annex 2 of the said Master Plan (attached to 2015 SOC report).

In the framework of the World Heritage Convention, however, the buffer zone of the Sanctuary is not formally recognized, since in order to establish a buffer zone for the World Heritage property a minor boundary modification should be submitted by the State Party, as per paragraph 164 of the *Operational Guidelines*, for review by the Advisory Bodies and adoption by the World Heritage Committee.

### **3. REVIEW OF THE ACTIONS UNDERTAKEN BY THE STATE PARTY TO IMPLEMENT PREVIOUS COMMITTEE’S DECISIONS 39 COM 7B.36 AND 37 COM 7B.35**

#### **3.1. Harmonization of legislative frameworks and strengthening of governance arrangements (39 COM 5a)**

The State Party reported the advances on this issue in its last SOC report. The Legal Harmonization Study was completed in early 2016, as foreseen, reviewed by the Intersectoral Commission and the competent entities, and approved during an extraordinary meeting by the Technical Committee (TC) of the Management Unit (UGM) of the Historic Sanctuary of Machu Picchu on 2 December 2016. The document describes the legal and institutional situation in much detail and identifies the challenges of vertical (federal to local level legislation) and horizontal segmentation (different governmental entities with overlapping responsibilities). The mission reviewed the study and considers it a good point of departure for future changes in the legislative framework. Furthermore, the rapid review and validation process for approval of the document, which included different levels of government as well as civil society, shows that there is sufficient political will and an improvement of the governance arrangements. The improved functioning and the

collaboration between the Intersectoral Commission and the UGM was highlighted by several of the stakeholders during the mission. Also the inclusion of the National Water Authority (ANA) and of the technical entity of the National System of Disaster Risk Management (INDECI), as well as the official recognition of the Executive Committee of the Intersectoral Commission through Directorial Resolution No. 074-2016-SERNANP/DGANP, have helped to strengthen the governance arrangements (*Documento de Interpretación y Armonización Legal de la Normatividad Aplicable a La Conservación y Gestión del Santuario Histórico de Machu Picchu*, p. 35).

Although there are important advances to be noted, the new regulation for the UGM is still pending (IDEM, p. 103).

### **3.2. Comprehensive strategy for the “Amazonian Access” (39 COM 5b)**

The Amazonian Access connects Machu Picchu with the Amazonian territory. The park access, at km 122 of the railway where the hydroelectric power plant is located, is accessible by car or on foot from Santa Teresa Village. From here, visitors can walk or take the train to reach Machu Picchu Village and the Llaqta. The proportion of visitors that arrive at Machu Picchu via the Amazonian Access is currently at around 10% of the total and increasing considerably (*Estrategia Integral del Acceso Amazónico del Santuario Histórico de Machu Picchu*, 2016, p. 34). The trips using the Amazonian Access are promoted in Cuzco as “Salkantay Trek”, “Inca jungle” or “Machu Picchu by car” and target a younger and less wealthy group of tourists. However, at the moment, the tourism infrastructure at this side of the site is inadequate: insufficient parking space, informal train station, unregulated vending stalls, inadequate or missing signage and a dangerous trail along the railroad tracks. The increasing pressure on this access makes it necessary to prepare the surrounding area, the entrance, and the route along the railroad tracks leading to the Llaqta for larger numbers of tourists and/or regulate the number of tourists that can use the access. In response to this challenge, the State Party prepared the document “*Estrategia Integral del Acceso Amazónico del Santuario Histórico de Machu Picchu*”, which was finalised in October 2016 and also validated by the members of the Technical Committee of the UGM on 2 December 2016. The objective of the strategy is to control and guide the development process in order to attain the same level of services at the Andean and the Amazonian Accesses, while being socially inclusive, without losing sight of the values and attributes that are the base of the World Heritage declaration (*Estrategia Integral del Acceso Amazónico del Santuario Histórico de Machu Picchu*, 2016, p. 27).

The Ahobamba-Puente Ruinas Site Plan (*Plan de Sitio Ahobamba-Puente Ruinas*) is a more operative plan that was finalized and presented to the UGM. The main focus of the plan is the diversification and organization of the tourism offer. The area controlled by the plan is divided in three zones where different types of activities are permitted.

The planning documents for the Amazonian Access mention the need to control development at the new entrance and propose a coherent strategy. It is also made clear that the process can only be successful if it is participatory and integral.

During the mission the authorities stressed that the Amazonian Access is supposed to diversify the tourism activities (nature trails, adventure tourism, etc.) and reduce the burden at the Llaqta. However, most, if not all, visitors coming to Machu Picchu will want to see the Llaqta, even if they also take advantage of a different activity. Therefore, the Mission notes

that the second access might help to diversify the offer, but it is not reducing or limiting the pressure on the main archaeological site.

Recently, the District Municipality of Santa Teresa was included in the UGM and the discussions of the future development of the Amazonian Access. This is especially important in view of the establishment of a Biosphere Reserve (*Plan de Trabajo Propuesta de Reserva de Biósfera Machupicchu-Choquequirao*) that is foreseen in the larger area.

Also it is important to note that, within the Santa Teresa District, there is an alternative area that would be suitable for the development of the infrastructure for the Amazonian Access and for the installation of some of the tourism infrastructure from the park's entrance at km 122 (within Machu Picchu District). One of its main attributes is to be a large plain site outside of the limits of the Sanctuary and, therefore, presents more flexibility to organize the needed infrastructure with less likelihood of significant pressure on the OUV of the Sanctuary.

It is important to stress that the development has to be driven and controlled by the needs of conservation, not by tourism demand. The development of a tourism infrastructure has to be closely regulated and controlled in order to preserve the natural and cultural values of the area, as well as the visual integrity of the World Heritage site. It is of utmost importance to have the regulations in place and start enforcing them before development starts accelerating. The increasing number of tourists using the Amazonian Access, furthermore, has to be coordinated with the overall carrying capacity of the site.

### **3.3. Management Effectiveness Assessment (39 COM 5c)**

The Management Effectiveness Assessment was finalized and validated by the UGM Technical Committee meeting on 2 December 2016. The assessment was done by two external consultants under supervision of the Ministry of Culture and SERNANP. The report was presented to the mission.

The assessment focuses on the governance of the Sanctuary and consists of three parts: the evaluation of the governability of management, a proposal for a new sustainable tourism management model for the property governance, and the evaluation of the implementation of the Master Plan (*Plan Maestro*). The first part of the report (evaluation of the governability) is an introduction to the document and provides a fair reflection of the roles of SERNANP and the Ministry of Culture in the governance structure, the development of the different management tools (plans) and the difficulty to establish intersectorial coordination. It concludes that in recent years, the role of the DDC-Cuzco and SERNANP as managers has been satisfactory, evidenced by 80% implementation of the Master Plan and the good conservation state of natural and cultural assets. It also concludes that the uncontrolled expansion of Machu Picchu Village and poor coordination with the Municipality continues to form a threat but that improved functioning of the UGM and several positive municipal decrees (see sections 4.1.1, 4.1.6 and 4.1.8) have mitigated major threats.

The second part of the document presents principles of a new sustainable tourism model for the Sanctuary. This only presents a short justification for a new model, a table of conflicts between tourism stakeholders and a list of recommendations on required plans (in line with the WHC recommendations), interinstitutional agreements and intersectorial support and coordination offices. The section does not present any assessment of the current or past

management and does not provide added value to other documents provided to the mission, particularly on strengthened governance arrangements, public use plan and carrying capacity assessment. For these reasons, the mission considers this section as inadequate for an assessment of management effectiveness.

The third part of the document presents the level of implementation of the past Master Plan (2005-2010) and includes some mention of the implementation of the current Master Plan (2015-2019). The mission notes that the assessment team made a thorough examination of the structural features of the property's management scheme in terms of the actors, entities and decision making processes. However, limited information was provided with regards to the standardized data that supports conclusions on whether the Sanctuary achieves the conservation objectives it set out to achieve. The assessment is also limited in terms of providing information on the methodologies used to qualify such results. Although the effectiveness assessment initially concluded that the management of the property was good because the Master Plan was implemented for 80% (1.4.1), the qualitative information indicates that overall management has been poor: the table on page 19 and the key conclusion on page 20 (item 3.2.8) of the assessment document demonstrate that although the cultural and natural assets are well conserved, the implementation of practically all of the elements of the Master Plan was rated as 'poor' or 'acceptable'.

After the presentation of the Management Effectiveness Assessment, the mission members observed that it is focused on the implementation of plans, the functioning of the governance structure and the follow up of World Heritage Committee's recommendations. Although this is useful information, it does not follow the standards for Management Effectiveness evaluation for Protected Areas according to the Convention on Biological Diversity (<https://www.cbd.int/protected-old/PAME.shtml>; accepted and applied by Peru in most of its protected areas). Such a process rates management by the assessment of a series of criteria (represented by carefully selected indicators) against agreed objectives or standards. According to the CBD standard, a management effectiveness evaluation related to natural attributes is defined as the assessment of how well protected areas are being managed – primarily the extent to which management is protecting values and achieving goals and objectives. The same principle can be applied to cultural attributes.

#### **3.4. Public use and carrying capacity studies for the Sanctuary and its components (39 COM 5d)**

The Public Use Plan was finalized and validated by the UGM Technical Committee meeting on 2 December 2016. It will be implemented by the "*Jefatura del Santuario Histórico de Machu Picchu*". It is composed by seven parts ("ejes"), as follows: 1. Governance; 2. Territorial articulation; 3. Transport; 4. Tourism and recreation; 5. Productive activities and farming; 6. Education and identity; 7. Research.

Each part is subdivided in items covering a broad spectrum of activities to be developed in the site, along with a strategy and a timeframe. The document also establishes guidelines for actions of all actors involved in the process.

The Public Use Plan does go into a detailed assessment of how the proposed actions may impact, positively or negatively, the state of conservation of the main heritage attributes of the Sanctuary and, therefore, affect the OUV of the World Heritage property. In this sense,

the plan establishes a list of conservation objects, linked to a sub-group of the heritage attributes. The structure of the plan and the methodology used for its development are relevant and useful for setting out the overall objectives and general lines of work. However, the plan should be complemented with a more detailed implementation plan and operative regulations based, among others, on a detailed assessment of the potential impact of different activities on the conservation objectives.

Furthermore, important regulations were developed and approved as a direct outcome of the Public Use Plan: the “Sustainable Use Regulation and Tourist Visit for the Llaqta” and the “Tourist Use Regulation for the Inca Trail” (*Resoluciones Ministeriales* 070-2017-MC and 069-2017-MC, respectively). These are normative documents that establish the possible forms of use of the routes to the Llaqta, and set out obligations for the users and help to prevent undesirable impacts on the OUV of the site. This topic is further detailed in item 3.6 Regulatory measures and sanctions for violations.

As for the carrying capacity, the situation has not changed fundamentally since the 2016 joint World Heritage Centre/Advisory Bodies Advisory mission.

### *Llaqta*

The carrying capacity study *Estudio de Capacidad de Carga y/o Límite de Cambio Aceptable del SHM* (2015) was approved in January 2016 by resolution 035-2016-DDC-CUS/MC and looks at four scenarios classified by differences in organization of the tourist flow. One of the observations of the study is that in the present situation the carrying capacity of the site is exceeded on a daily basis (in 2016 there were 3,628 visitors per day on average) due to the formation of congestion in certain areas of the Llaqta, e.g. the *Templo del Sol*, which is included in three basic routes of the site.

The alternative scenarios were developed based on the hypothesis that the maximum number of visitors is determined by a hypothetical management effectiveness of the Llaqta. The management effectiveness is related in this document to variables such as the entrance fees according to the period of the day, closure of certain parts of the Llaqta and fixed time periods for visiting the ruins, etc. In this context, it was suggested that the number of visitors could be increased to about 6,000 per day, by improving the management of the tourism flow and closing some of the congestion points.

It has to be noted that the calculation of the carrying capacity of the Llaqta is principally linked to tourism demand and the visitor experience rather than the OUV and conservation parameters. When focused on conservation, the carrying capacity should take into account the long term effects of an increase in visitors on the property's values and attributes. Negative impacts could be caused by (a) the erosion of the site's surfaces and the reduced availability of material (sands and clays) for the constant maintenance efforts; (b) fauna disturbance and direct impact on flora; and (c) an increase in solid waste production and general pollution. While an increase in visitor numbers may be manageable with regards to the visitor experience, it is unclear if this would be compatible with the conservation of the property.

### *Camino Inca or Inca Trail*

The study also suggested a carrying capacity for the *Camino Inca*, restricting it to 500 visitors per day. This number was repeated in Article 14 of the *Reglamento de Uso Turístico Sostenible de la Red de Caminos Inka del SHM* (approved by RP N°336-2016-SERNANP)

and Ministerial Resolution 069-2017-MC. A change in the number of visitors is only foreseen in case of a reorganization of the routes (promotion of lesser travelled sections), an improvement of the tourism infrastructure along the routes, and improvement of the vulnerable areas and the organisation of the local population. As mentioned in the study, the changes to the infrastructure should only be undertaken after the corresponding impact studies have been completed and reviewed by the Advisory Bodies.

#### *Hiram Bingham road*

The resolution No. 024-2016-SERNANP-SHM-J approves the *Estudio de capacidad de carga de la vía de comunicación terrestre, carretera Hiram Bingham, al interior del Santuario Histórico de Machupicchu*, which estimated the carrying capacity of the road on the basis of its geological, hydrological and structural conditions. A major concern regarding the road is the permanent risk of landslides. The dependent variable for expressing the carrying capacity was the maximum number of buses that can use the road, in a continuous flow, during the opening hours of the Llaqta. The current number of buses in operation is 24. It was recommended to maintain this number as well as the weight of the buses. Furthermore, it was considered necessary to conduct a hydrological study in order to design and construct a drainage system that minimizes the erosion of the surface of the road. It was also recommended to pave the road in order to reduce surface loss. During the mission it could be observed that the turns of the road have already been paved with stones, thus reducing the damage caused by the buses.

The regulation of bus transport on the Hiram Bingham road is an important factor for the calculation of the general carrying capacity, because by far most visitors access the Llaqta by bus. However, even in case of an eventual improvement of the road access, the carrying capacity of the Llaqta based on conservation considerations should be developed and fully respected.

The study of the carrying capacity has to take into account the entire system of the World Heritage property with its OUV and other heritage values, the access points and the associated tourism infrastructure, for example Machu Picchu Village. Other attributes or attractions (e.g. experience of the Amazonian area, bird watching, adventure tourism, etc.) also need to be taken into account when measuring the impact of the distribution of visitors, while maintaining a reasonable carrying capacity that guarantees the preservation of both archaeological and natural values, the visitor safety and the positive visitor experience.

### **3.5. Urban Plan Scheme for Machu Picchu Village (39 COM 5e)**

The "Urban Plan Scheme for Machu Picchu Village" is an important document for controlling the urban expansion of Machu Picchu Village. It was legally approved on 29 January 2016. It gave to the Municipality power to control the building activity and the land use of the village. It contains regulations that limit the expansion of the village perimeter, control the urban density, limit the height of the buildings, impose building parameters and control the use of the urban land by a zoning regulation.

The instruments of the Urban Plan Scheme have provided the local authorities with legal support to restrict and orient the building activity, as well as the use of the public and private spaces.



The Municipality has shown a strong commitment to the regulations imposed by the Plan and has achieved some significant improvements in the urban landscape, such as demolishing upper floors of a building that was surpassing the height limit, having no illegal construction since the approval of the Plan, negotiating with the owners the standardization of the building facades along important streets of the village; enforcing the non-use of the sidewalks by commercial activities and other controls and actions that have improved the visual aspect of the village.

### **3.6. Regulatory measures and sanctions for violations (37 COM 7a)**

The Public Use Plan (PUP) of the Sanctuary (discussed in previous point 3.4) includes two regulations, one for the tourist use of the Llaqta (elaborated by DDC-Cuzco) and the other for the use of the Inca Trail network (DDC-Cuzco and SERNANP). Both regulations were adopted in February 2017 by Resolutions N 069-2017-MC and N070-2017-MC of the Ministry of Culture of Peru. These are comprehensive regulations covering all the important themes related to the visiting process to the Llaqta and the trails: access, circuits, period and the time for visiting, guiding services, reservations, waste separation, expected conduct etc. Each also includes a clear section on obligations, prohibitions and sanctions for those who contravene the regulations (companies or tourists). The mission observed significant progress since the 2016 Advisory mission, especially because of the joint elaboration and adjustment of regulations between the two authorities. Also, regulations have been connected to the PUP and include areas beyond the Llaqta. However, the regulations and sanctions refer only to tourist use, while other types of use included in the PUP (agriculture, transport, research) are not included. These types of use are (at a general level) regulated in the Master Plan, but without their concrete management or sanctions for infractions and they cannot be enforced. The mission considers that regulations and sanctions of these types of uses should be developed.

The mission considers that the overall visitor regulations are clearly stated and are feasible to be enforced given the current level of control of the Llaqta and the trails. During the mission, the challenges related with the regulation of the distribution of visitors to the Llaqta over sectors and time slots (see also 4.1.5) were discussed, because its feasibility with the current train itineraries and the still unavailable electronic control system is uncertain. Therefore, the enforcement of this regulation expected to take place in May 2017 was overly optimistic.

### **3.7. Risk reduction and disaster recovery plan (37 COM 7e)**

In 2014, the Ministry of Culture and the Ministry of the Environment developed the document *"Plan de Prevención y Reducción del Riesgo de Desastres del Distrito de Machu Picchu, Provincia de Urubamba Departamento del Cuzco"*. This plan was approved by all governing bodies related to the site, including the Municipality of the District of Machu Picchu (Municipal Ordinance 026-2015-MDM/CM).

The Plan is well developed, covering all of the aspects related to the prevention of risks in the area of the Sanctuary, including the urban area of Machu Picchu Village. This is important because it is in the village where the most significant risks can be observed, mainly landslides, rock falls and flooding, which can cause the potential loss of human lives and properties.

During 2016, important work was done by the Municipality of Machu Picchu to improve the physical conditions of the environment such as removing stones that blocked the flow of the two rivers passing close to the village, protecting footpaths from landslides, constructing retaining walls at the margins of the rivers and certain parts of the urban settlement and, most importantly, performing simulations for disaster protection with the inhabitants of the village.

In spite of improvements, the Mission noted that there are still several buildings in high risk areas, like those at the margin of the Urubamba River. At one point in time, these would have to be removed. However, the mission recognizes that this situation cannot change drastically due to political sensitivity of the subject. It will require a strong coordinated effort of all levels of government acting in the Sanctuary and substantial financial recourses to be solved.

### **3.8. Development of solid waste management**

The process of solid waste management is well organized in all its phases. There are appropriate collection, transportation, storage and disposal of the materials of the urban area, on the Llaqta and Inca trail. The system is based on the collection and packing of the residues in the properties, the collection and transportation of the packs in the streets, public spaces and the routes, and the treatment of the residues in a well-organized treatment station. The residues are separated by types of materials, compacted in packs and transported by railway to the Urubamba Province disposal station. The solid residues, such as, plastic and metal, are sold to recycling factories.

The equipment and the treatment station of the solid waste have reached their full capacity and need renovation and technological updates. There is a well-developed project for the renovation that needs further detailing and financing.

### **3.9. Specific recommendations for the actions undertaken to implement previous Committee's decisions 39 COM 7B.36 and 37 COM 7B.35**

- Adopt and implement new regulations for the Machu Picchu Management Unit (UGM), including the activation of its Steering committee;
- Integrate the Harmonization of Legislative Framework, the Comprehensive Amazonian Access Strategy, the Management Effectiveness Assessment, and the Public Use Plan into an integral vision for the whole property expressed in its Master Plan;
- Complement the Management Effectiveness Assessment using a series of criteria against agreed objectives or standards, to allow the assessment to be an adequate, effective and transparent integral management tool for both natural and cultural aspects;
- Complete the Public Use Plan with a more detailed implementation plan and operative regulations including tourism and other uses, based, among others, on a detailed assessment of the potential impact of different activities and uses on the Outstanding Universal Value (OUV) of the property;

## **4. ASSESSMENT OF THE STATE OF CONSERVATION OF THE PROPERTY**

### **4.1. Introduction to the key issues and current situation noted by the mission**

It is important to highlight that the current Reactive Monitoring mission, in combination with the previous Advisory mission in a 2-year monitoring cycle proved to be a successful methodology to provide technical support to the State Party in the implementation of some of the Committee's requests. Both 39 COM 7B.36 and 37 COM 7B.35 decisions were comprehensively addressed by the State Party, which demonstrates sufficient progress to overcome a period of six years of considerable threats facing the property. From now on, new challenges require the Committee's attention on specific management and prevention measures to continue fostering this positive momentum that should lead to a sustainable outcome for the property.

In this sense, this chapter 4 addresses some topics and specific recommendations based on the recommendations of the last Advisory mission and on the findings of the present Reactive Monitoring mission.

### **TOURISM STRATEGY**

#### **4.2. Limitation of tourism visitation**

##### **4.2.1. Assessment of the current status of tourism visitation**

The number of visitors to the Llaqta over the last ten years has ranged from approximately 1,200 to 4,800 per day (figures averaged on a monthly basis). The lowest values can be found in 2010, during the months after the site was closed due to flooding and mudslides. The highest figures were attained in mid-2016, with absolute daily maximums probably considerably higher than the monthly average numbers. Although the Machu Picchu webpage (Boleto Machu Picchu, <http://boletomachupicchu.com>) offers a maximum of 3,700 tickets (differentiated by access to different sectors of the site and different schedules, and not including the 500 visitors that arrive via the Inca Trail), there does not seem to be a clearly applied limit. According to interviewed DCC and SERNANP staff, the webpage limit is not effective because onsite, nobody will be denied entry (there are always tickets for sale in Machu Picchu Village). Also, it seems that tour companies offer tickets that have not been controlled by the countable numbers on the website. This apparent lack of a top limit can lead to damage to the site and increase the likelihood of accidents and poor visitor experiences.

In practice, the real regulator for the number of visitors to Machu Picchu is the availability of train tickets and frequency of trains. However, there has not been any effective agreement on proactive access regulation by enabling agreements with the train companies.

##### **4.2.2. Specific recommendations**

- Define the carrying capacity for both the Llaqta and the Inca Trail, based principally on the OUV of the property and its conservation goals, including pertinent conservation issues, such as erosion and pollution, in the calculations of carrying capacities. In addition, visitor safety and visitor experience should also be taken into account;

### **4.3. Control over touristic flow**

#### **4.3.1. Assessment of the current status of projects in the control over touristic flow**

The 2015 study on carrying capacity presented very interesting data concerning the flow of tourists in the Llaqta. This information will help to avoid congestion or “bottlenecks” by better distributing the visits during the course of the day, avoiding explanations by tour guides in limited spaces (e.g. Intiwatana), limit access to some areas, limit the duration of visits, etc. Some of the recommendations have already been put in place. One important recent improvement was the new exit ramp that separates the incoming from the outgoing flow of tourists.

#### **4.3.2. Specific recommendations**

- Enforce clear limits to visitor numbers, once carrying capacity has been defined. To avoid damage to the property and improve the visitor experience, the proposed plans for differentiation of visitor flows and promotion of alternative visitor sites outside the Llaqta are commendable, and should be pursued;
- Ensure the involvement of various stakeholders in the regulation of visitor flows, including bus and train transport companies, to establish a proactive visitor flow regulation;

### **4.4. Visitors Centre project**

#### **4.4.1. Assessment of the current status of the Visitors Centre project**

The 2016 Advisory mission considered the preliminary project for a new Visitors Centre at Puente Ruinas to be important, where currently is located the museum, because it will function as the main buffer to avoid overcrowding at the entrance and exit of the Llaqta. It was considered that the Visitors Centre will also help to regulate the general flow of visitors, directing them to other attractions and activities inside the Sanctuary. The design and building materials of the centre in the plans shown to the Mission were considered to be functional and in harmony with the heritage attributes of the area.

Recently concerns were expressed by stakeholders from Machu Picchu Village regarding the Puente Ruinas Visitors Centre. The mission thinks that abandoning the project would be a missed opportunity and endorses the considerations expressed by the 2016 Advisory mission to prioritize the implementation of the Visitors Centre at the site of the existing museum.

#### **4.4.2. Specific recommendations**

- Address the concerns expressed by stakeholders from Machu Picchu Village regarding the Puente Ruinas Visitors Centre and start the implementation of the project, as previously recommended during the last Advisory mission;



Figure 1. Visitors Centre. Source: State Party progress report (2016).

#### 4.5. Future infrastructure projects

##### 4.5.1. Assessment of the current status of future infrastructure projects

As previously noted in the Advisory mission, during the Reactive Monitoring mission authorities and participants made reference to the new transportation infrastructure projects in the region, such as Chinchero International Airport and the Quillabamba Aerodrome.

Even if these topics were discussed, no formal presentation or official documentation was provided. Therefore, the mission considers it would be premature to address detailed recommendations on this issue, as an updated technical assessment was not possible, and therefore can only provide a general recommendation to submit relevant information.

As concerns the international airport, the previous Advisory mission had considered that, given its closeness to the World Heritage property and the larger volume of tourists it will bring to the Cuzco area, it will most probably increase the amount of tourists to the site. It is, therefore, essential that the carrying capacities and all the regulations on tourism use be approved before the number of tourists starts increasing further. The previous Advisory mission had also considered that careful development planning was needed to prepare the region for the future increase in tourism.

##### 4.5.2. Specific recommendations

- In line with Paragraph 172 of the *Operational Guidelines*, submit to the World Heritage Centre, for review by the Advisory Bodies, detailed information on all infrastructure projects in the region, prior to their approval or implementation;

## **AMAZONIAN ACCESS**

### **4.6. Check point at km 122**

#### 4.6.1. Assessment of the current status of the check point at km 122

The 2016 Advisory mission observed that the issue identified by the 2012 joint WHC/ICOMOS/IUCN Advisory mission, regarding the overlap of the EGEMSA building site for Phase II of the Rehabilitation of the hydroelectric power plant with tourism activities, was completely resolved since all construction had ceased and nearly all installations are now located underground. Currently, the only existing services at the km 122 check point are a tourist registration booth and an office supplying information about the Sanctuary at the entrance of the sector. The building is located on an area measuring 300m<sup>2</sup> that was provided by the electricity company EGEMSA. The installation of this office building is a good demonstration of intersectoral collaboration between the DDC-Cuzco and SERNANP. However, the foreseen infrastructural changes at the Amazonian Access (items 4.8 and 4.9) make this check point a temporary solution only. Any further changes should be evaluated in the context of the plan to relocate the train station (see section 4.9) and restructure the Amazonian Access.

### **4.7. Tourism installations along the hiking trail**

#### 4.7.1. Assessment of the current status of the hiking trail (km 122-Puente Ruinas)

Travellers that reach Machu Picchu via the Amazonian Access arrive at Puente Ruinas by train (once per day), or on foot over the hiking trail along the train tracks. The mission had the opportunity to walk this trail and speak to service providers and visitors.

The trail is a relatively informal accessible and low effort way to appreciate scenic beauty and natural assets of the site. Nevertheless, most visitors use the trail as an inexpensive alternative to the train rather than to experience the trail by itself. There is a clear trend of occupation of parts of the properties with facilities for the provision of services, and most land possessors offer food and/or lodging but there is no apparent regulation, and the services are of diverse standards. The footpath runs very close to the train tracks, and although signs inform the tourists about the danger of the passing train, there are no further control or safety measures. The site plan Ahobamba-Puente Ruinas, which has not yet been approved, proposes the zoning plan for the area that would regulate the types of uses permitted. Local authorities are working closely with the families that are developing infrastructure along the trail. It remains, however, a critical area located outside of the legal limits of the urban area of the Machu Picchu Village.

### **4.8. Potential second Visitors Centre**

#### 4.8.1. Assessment of the current status of the potential second Visitors Centre

The second Visitors Centre is mentioned in the Strategy for the Amazonian Access as a complementary counterpart to the first Visitors Centre. In both centres, tourists will receive information about the natural and cultural environment, as well as about the different possibilities to organize and enjoy the visit (e.g. different tours, trails or circuits). The Visitors

Centres are also the point where it is possible for the authorities to monitor and control the flow of visitors.

While the first Visitors Centre at Puente Ruinas is already advanced in the planning process, the second Visitors Centre is only mentioned as a future project.

#### **4.9. Extension of the train station**

##### 4.9.1. Assessment of the current status of the extension of the train station

There is no formal train station at the Amazonian Access. This situation brings with it potential danger and difficulties for tourists. Furthermore, the informality of the surroundings stimulates the establishment of informal vendors etc. In the Strategy for the Amazonian Access, it is proposed to locate a new station at the spot where the road from Santa Teresa ends and the train tracks begin. This station is foreseen to be transformed into an intermodal terminal (where visitors change from one type of transport to another) and in the medium term integrated into the second Visitors Centre (*Estrategia Integral del Acceso Amazónico del Santuario Histórico de Machu Picchu, 2016, p. 88*).

##### 4.9.2. Recommendations concerning the Amazonian Access

- Implement the Amazonian Access Strategy within the framework of the Master Plan guided by the principal goal of the conservation of OUV of the property, including:
  - a. Approve the Aobamba-Puente Ruinas site plan and apply its regulations,
  - b. Regulate the type of constructions that will be permitted along the hiking trail in order to avoid all negative impacts to the OUV including visual, ecological and other impacts, either for the trail or the Llaqta,
  - c. Define clearly who has the right to develop infrastructure along the hiking trail and at the train stop,
  - d. Prohibit and remove any construction of informal infrastructure along the trail in the Aobamba-Puente Ruinas area,
  - e. Keep working closely with all local stakeholders involved in the provision of services along the hiking trail,
  - f. Connect the development of the hiking trail with the overall Amazonian Access Strategy,
  - g. Consider including the proposed plan for a second Visitors Centre in the development strategy of the Amazonian Access,
  - h. In line with Paragraph 172 of the *Operational Guidelines*, submit the project for the second Visitors Centre and relocation of the train station to the World Heritage Centre, for review by the Advisory Bodies, prior to its implementation,
  - i. Advance the planning of the infrastructure of the Amazonian Access in collaboration with all stakeholders, the World Heritage Centre, and the Advisory Bodies.

## **MACHU PICCHU VILLAGE**

### **4.10. Alameda Project**

#### 4.10.1 Assessment of the Alameda Project

The project called “*Mejoramiento de la Circulación Vehicular y Peatonal en la Alameda Machupicchu de Machupicchu Pueblo en el Distrito de Machupicchu – Provincia de Urubamba – Cuzco*” (also known as *Alameda of the Seven Wonders of the World*), is planned to be implemented on the expanse of road that connects Machu Picchu Village with Puente Ruinas, where the Visitors Centre is foreseen, where tourists board buses towards the entrance of the Llaqta. Its objective is to: a) create a better and safer linkage between the village and the Visitor Centre, particularly by separating pedestrian from motorized traffic, b) protect the terrace on which the road is built from the eroding force of the Urubamba River, c) provide more entertainment/cultural services to visitors and d) utilize a tract of land that is not suitable for urban expansion. It is a complementary project to the Visitors Centre that benefits the village and the Llaqta, while reducing risks for visitors by providing better infrastructure for the vehicles and pedestrians that use the road.

While it is useful, and in some areas probably necessary, to separate the pedestrian walkway more clearly from the road, to widen the road and to strengthen the river embankment, the project in its present form is out of proportion and may have an adverse visual impact on its surroundings and facilitate irregular occupation.

#### 4.10.2 Specific recommendations

- Limit the construction works for the connection between Machu Picchu Village and Puente Ruinas (Alameda de Machu Picchu Pueblo) to a minimum necessary, in order to reduce risks to visitors and maintain the OUV of the property. The guidance and advice notes of World Heritage standards - IUCN World Heritage Advice Note on Environmental Assessments and ICOMOS Guidance on Heritage Impact Assessments for Cultural World Heritage - should be strictly applied;
- Apply in this project building materials and techniques better adapted to the local context, such as maintaining the "dirt road" using aggregating material to compact the soil and increase its resistance to wear and tear caused by traffic; using light structures of wood and steel for building the pedestrian way and the belvederes; and avoiding the use of concrete containing walls that reduce the river gutter. As per this approach, in case of natural disasters, such as floods and landslides, the built structures would not constitute barriers for the natural flow of materials (water, soil, rocks) and the replacement costs of the built structures would be lower.



## **SANTA TERESA**

### **4.11 Feasibility study for touristic exploitation of Santa Teresa Village as an alternative to Machu Picchu Village**

#### 4.11.1 Assessment of the current status of Santa Teresa as a touristic alternative to Machu Picchu Village

There is a high pressure for the transformation of Santa Teresa Village. There are many transformations on-going in the village such as new large buildings and adaptation of old buildings to new functions, all of them related to the development process of the region and the provision of services to the growing flow of tourists to Machu Picchu.

The village has a good urban structure and a well-prepared urban plan and proper management can provide the necessary conditions to face the development challenges. In this sense, it is important to prepare a strategy to link the development of Santa Teresa Village to the development of the Amazonian access and prepare the village to be an alternative location for economic and social activities that today put development pressure on Machu Picchu Village.

#### 4.11.2 Specific recommendations

- Address the challenges for a new urban development model of the Municipality of Santa Teresa through the enhancement of financing capacity and expertise of local institutions in urban planning and management, as well as the development of an urban master plan;
- Link and coordinate all development in Santa Teresa Village with the Amazonian Access plan and the management of the World Heritage property in general;
- Prepare an urban development plan for Santa Teresa that considers:
  - a. urban limits of the territorial expansion of the village,
  - b. identification of areas, plots and buildings for the purpose of conserving the traditional form of occupation of the land in the settlement,
  - c. zoning of building densities in the plots using criteria, such as the height of buildings and envelope regulations,
  - d. determination of pedestrian streets and vehicle parking areas, and
  - e. an edification code identifying the traditional techniques and materials to be employed in new building and rehabilitation works;

## **ECOTOURISM ACTIVITIES AND PROPOSAL FOR BIOSPHERE RESERVE -**

### **4.12 Integration of ecotourism activities into the tourism Strategy and appropriate regulation**

#### 4.12.1 Assessment of the current status of the integration of ecotourism activities

The OUV statement of the Sanctuary states that the property is part of a larger area unanimously considered of global significance for biodiversity conservation. Covering part of the transition between the High Andes and the Amazonian Basin, it shelters a remarkably

diverse array of microclimates, habitats and species of flora and fauna with a high degree of endemism. Nevertheless, it is widely recognized that by far the largest portion of visitors are interested in the cultural aspects and visit only the Llaqta. As part of a “new vision” for tourism in the Machu Picchu wider region, the national authorities (Ministry of Culture, Tourism and SERNANP) as well as the Municipality of Machu Picchu are exploring options to stimulate nature based tourism as a complement of the cultural visit. This would include specific excursions for birds and orchid observations, bush walks and community visits along the Inca trails. According to presentations made by the different authorities during the mission, this strategy would have various benefits: (1) it provides a wider offer to the visitors, attracting more visitors and increasing the duration of visits to the region, (2) provides alternative sites to the Llaqta that complement visitors' experiences, (3) distributes visitors among different parts of the Sanctuary, including the Amazonian Access, (4) highlights the linkage of Machu Picchu between the Andes and the Amazon, and stimulates visitors to continue their tour to the other areas (Santa Teresa and Choquequirao).

Until now, there is no concrete plan for these opportunities although they have been considered in several plans (public use plan, Biosphere Reserve plan) and effectively form the basis of the Western Access plan. The mission observed that the ideas are interesting but still poorly developed, mostly limited to birdwatching and orchids and located along the walking trail to the Western Access. A more comprehensive plan, including a wide offer of options (potential visits to different altitudinal zones, stay with local farmers, training of local nature guides, longer exploring tours connecting the Sanctuary with other natural areas within the planned Biosphere Reserve), can be imagined and would be a positive stimulus for further coordination between the three national authorities, the municipalities of Santa Teresa and Machu Picchu and the private sector. Care should be taken that all tourism development should promote actions that reduce the pressure on the OUV rather than uncontrolled encroachment of activities.

#### 4.12.2 Specific recommendations

- Further develop options for diverse nature based tourism as a complement to cultural tourism, aiming at diversifying visitor sites and activities and increasing the sustainability of the use of the Sanctuary;

### **4.13. Development of the Biosphere Reserve proposal**

#### 4.13.1. Assessment of the current status of Biosphere Reserve proposal

The regional vision for the future development of the Sanctuary, emphasises the inclusion of local governments of areas adjoining the site in the creation of a new Biosphere Reserve, in the wider area around Machu Picchu and Choquequirao. This aims at the integration of the Andean and Amazonian territories, as stated in the Master Plan 2015 - 2019. A promotion group (*Grupo Impulsor*) was formed among DDC-Cuzco, SERNANP, Regional Government (environment and tourism sections), Municipality of Machu Picchu, and the local university. During 2016 these have defined an area of 685 000 hectares, comprising 4 provinces and 18 districts in Cuzco. They defined the core zone (Machu Picchu Sanctuary and Choquequirao Regional Conservation Area), the buffer zone (mostly the buffer zones of these protected areas and some natural areas at high altitudes in the Cordillera de Vilcanota) and transition zone (the cultural landscape of the Sacred Valley and the valleys of Lares and Vilcabamba). The promotion group established a work plan for 2017 that was presented to the mission.

This plan presents all the activities needed to prepare the full proposal, including the description of the area, definition of functions and goals of the Biosphere Reserve, the design of the management structure, and identification and consultation of stakeholders. According to planning, the project could be presented to the MAB (Man and the Biosphere) Programme by mid-2018.

The mission commends the development of this integral proposal. If effectively implemented, such a Biosphere Reserve would provide an adequate conservation context for the Sanctuary. It also forms a good context for sustainable development of the wider area around the property, including the 'new vision' of tourism. The concern stated in the report of the 2016 Advisory mission remains valid: an accelerated increase of tourism, for instance through the new airport in Chinchero, might lead to soil degradation in the Sanctuary, thus reducing the resilience of the wider area. Therefore, careful planning and monitoring of all economic activities (including tourism) in the Biosphere Reserve is required. The mission also observes that until now, the preparation of the Biosphere Reserve proposal is managed by a small array of agencies but considering the wide range of public and private stakeholders in this diverse and relatively densely populated area, immediate expansion of the social consultation and institutional setting is required.

#### 4.13.2. Specific recommendations

- Implement the work plan for 2017 to develop the proposal for the Biosphere Reserve, which will encompass the property and other protected areas, putting the highest priority on stakeholder consultation (public agencies, private sector, and the wider population) and broadening participation of several stakeholders and institutions in the process;
- Ensure that the proposal for the Biosphere Reserve promotes the best possible expression of the property's OUV and includes measures to strengthen the conservation of the Sanctuary as well as to stimulate sustainable economic development of the wider region;

### **PRESERVATION AND CONSERVATION**

#### **4.14. Ongoing conservation measures**

##### 4.14.1. Assessment of the current status of ongoing conservation measures at the Llaqta

The overall state of conservation and presentation of the Llaqta itself is excellent. However, two constant conservation challenges observed at the site are the growth of lichen and the erosion of surfaces.

As already noted by the 2016 Advisory mission, medium and long-term changes in climate, as well as environmental pollution, seem to permit the colonization of the monuments by species of lichen that were previously restricted to higher altitudes (DDC-Cuzco, s/f, p. 42), forcing conservation efforts to take new directions. Currently, the lichen is removed using bamboo spatulas, distilled water, sponges and small brushes (DDC-Cuzco, s/f, p. 39). The pH-neutral gum of a local tree is used as an inhibitor to avoid repopulation of the stones with lichen. While this process will help to reduce the impact of the lichen on the monuments in the short term, more investigation and very detailed monitoring will be necessary in order to

understand the impact of, for example, pollution and climate change, and identify the best medium and long term solutions.

Concerning the erosion of surface soil, the use of cellular confinement systems, which is widely used in construction and civil engineering for erosion control, soil stabilisation on flat ground and steep slopes etc., seems to show satisfactory results, but is not aesthetically pleasing. It is used in areas with high tourist densities in order to reduce the loss of soil. The experiments with a liquid dust suppressant and erosion control agents were unsuccessful, due to the need to compress the soil using heavy machinery. Another method to counteract the effects of erosion is the periodic covering of surfaces, for example, the crests of walls and the paths used by tourists with a soil mixture that replaces the lost soil and facilitates the drainage of surface water. A problem to be resolved in the near future is the depletion of the banks of the materials used in the surroundings of the site.

#### 4.14.2. Specific recommendations

- Ensure regular monitoring in order to understand the trends of the property's state of conservation as well as the connections between natural phenomena, human activities, in particular degradation caused by high visitor numbers, and conservation issues;
- Urgently develop a research plan to support new and better solutions to conservation problems.

## 5. CONCLUSIONS AND RECOMMENDATIONS

### **Main findings of the mission:**

The Reactive Monitoring mission has confirmed that in spite of increasing visitor numbers, challenges in the inhabited portion of the property and development pressures, the Outstanding Universal Value (OUV) of the property, especially the archeological site (Llaqta) and most of the nature reserve surrounding it, is in an adequate state of conservation

It is important to highlight that the current Reactive Monitoring mission in combination with the previous Advisory mission over a 2-year monitoring cycle proved to be a successful method to provide technical support to the State Party in the implementation of some of the Committee's recommendations. The mission also found that there is a stronger political will to protect the property through a joint, multi-institutional effort. Both 39 COM 7B.36 and 37 COM 7B.35 decisions were comprehensively addressed by the State Party, which demonstrates sufficient progress to overcome a period of six years of considerable threats facing the property. Although governance arrangements have improved, this positive momentum will still need fostering to reach a sustainable outcome for the property and there remain specific challenges that require the Committee's attention.

In terms of management, although visions and expectations on the management still diverge, the establishment of the management unit (UGM, *Unidad de Gestión del Santuario Histórico de Machu Picchu*) and the active participation of relevant local and national authorities have helped to improve governance arrangements. Especially the future inclusion of the Santa Teresa district government (without territory within the property but an important gateway from the Amazonian side) could be a clear commitment from UGM to consider a wider context for the property's management, beyond its strict geographic borders.

Some challenges remain and should be addressed. Among the main ones is the still pending new regulation for the UGM. It is of utmost importance to have the regulations in place and enforced before tourism and infrastructure development starts accelerating. The mission found that the different studies currently accepted by UGM - the Harmonization of Legislative Framework, the Comprehensive Amazonian Access Strategy, the Management Effectiveness Assessment; the Public Use Plan - all have valuable elements, but should be better connected to an integral vision for the whole property and its Master Plan.

The mission has observed good efforts to regulate the Amazonian Access, including necessary infrastructure improvements at the Santa Teresa side and plans to diversify the tourism offer. However, it is felt that the development is still driven by the need to accommodate an increasing number of tourists and not by the needs of conservation.

Carrying capacity studies are only partly executed, do not appear to be focused on the OUV and are not translated into effective visitors control at the property. The different studies (Llaqta, Inca Trail and rest of the site) should be completed, connected and enforced. While focusing on immediate conservation issues, the carrying capacity studies should also take into account the long-term effects of an increase in visitor numbers on the attributes of OUV of the property. While an increase in visitor numbers may be manageable with regards to the visitor experience, they may not necessarily be compatible with the conservation of the property and its OUV.

The mission emphasized the importance of monitoring and investigation in the process of finding new and better solutions to the conservation issues. The Management Effectiveness Assessment presented is incomplete and should be strengthened to have an adequate, effective and transparent integral management tool.

Finally, new infrastructure (visitor's centres, train station, road connection from the Machu Picchu Village to Puente Ruinas, Amazonian Access) should be limited only to what is absolutely necessary to guarantee safety to visitors, and be fully guided by the conservation of the property and the safeguarding of its OUV. Impact Assessments should be carried out routinely on all major projects and submitted for review along with detailed plans. The guidance and advice notes of World Heritage standards - IUCN World Heritage Advice Note on Environmental Assessments and the ICOMOS Guidance on Heritage Impact Assessments for Cultural World Heritage - should be strictly applied.

#### **Final list of recommendations:**

In general, while noting the progress made in terms of strengthening governance and management since the Advisory Mission, the mission members recommend that the State Party, as a matter of priority, should:

#### Governance, Management Effectiveness and Public Use Plan:

1. Adopt and implement new regulations for the Machu Picchu Management Unit (UGM), including the activation of its Steering committee;
2. Integrate the Harmonization of Legislative Framework, the Comprehensive Amazonian Access Strategy, the Management Effectiveness Assessment, and the Public Use Plan into an integral vision for the whole property expressed in its Master Plan;

3. Complement the Management Effectiveness Assessment using a series of criteria against agreed objectives or standards, to allow the assessment to be an adequate, effective and transparent integral management tool for both natural and cultural aspects;
4. Complete the Public Use Plan with a more detailed implementation plan and operative regulations including tourism and other uses, based, among others, on a detailed assessment of the potential impact of different activities and uses on the Outstanding Universal Value (OUV) of the property;

#### Tourism Strategy

5. Define the carrying capacity for both the Llaqta and the Inca Trail, based principally on the OUV of the property and its conservation goals, including pertinent conservation issues, such as erosion and pollution, in the calculations of carrying capacities. In addition, visitor safety and visitor experience should also be taken into account;
6. Enforce clear limits to visitor numbers, once carrying capacity has been defined. To avoid damage to the property and improve the visitor experience, the proposed plans for differentiation of visitor flows and promotion of alternative visitor sites outside the Llaqta are commendable, and should be pursued;
7. Ensure the involvement of various stakeholders in the regulation of visitor flows, including bus and train transport companies, to establish a proactive visitor flow regulation;
8. Address the concerns expressed by stakeholders from Machu Picchu Village regarding the Puente Ruinas Visitors Centre and start the implementation of the project, as previously recommended during the last Advisory mission;
9. In line with Paragraph 172 of the *Operational Guidelines*, submit to the World Heritage Centre, for review by the Advisory Bodies, detailed information on all infrastructure projects in the region, prior to their approval or implementation;

#### Amazonian Access Strategy

10. Implement the Amazonian Access Strategy within the framework of the Master Plan guided by the principal goal of conservation of the OUV of the property, including:
  - a. Approve the Aobamba-Puente Ruinas site plan and apply its regulations,
  - b. Regulate the type of constructions that will be permitted along the hiking trail in order to avoid all negative impacts to OUV including visual, ecological and other impacts, either for the trail or the Llaqta,
  - c. Define clearly who has the right to develop infrastructure along the hiking trail and at the train stop,
  - d. Prohibit and remove any construction of informal infrastructure along the trail in the Aobamba-Puente Ruinas area,

- e. Keep working closely with all local stakeholders involved in the provision of services along the hiking trail,
- f. Connect the development of the hiking trail with the overall Amazonian Access Strategy,
- g. Consider including the proposed plan for a second Visitors Centre in the development strategy for the Amazonian Access,
- h. In line with Paragraph 172 of the *Operational Guidelines*, submit the project for the second Visitors Centre and relocation of the train station to the World Heritage Centre, for review by the Advisory Bodies, prior to its implementation,
- i. Advance the planning of the infrastructure of the Amazonian Access in collaboration with all stakeholders, the World Heritage Centre, and the Advisory Bodies;

### Machu Picchu Village

- 11. Limit the construction works for the connection between Machu Picchu Village and Puente Ruinas (Alameda de Machu Picchu Pueblo) to a minimum necessary, in order to reduce risks to visitors and maintain the OUV of the property. The guidance and advice notes of World Heritage standards - IUCN World Heritage Advice Note on Environmental Assessments and ICOMOS Guidance on Heritage Impact Assessments for Cultural World Heritage - should be strictly applied;
- 12. Apply in this project building materials and techniques better adapted to the local context, such as maintaining the "dirt road" using aggregating material to compact the soil and increase its resistance to wear and tear caused by traffic; using light structures of wood and steel for building the pedestrian way and the belvederes; and avoiding the use of concrete containing walls that reduce the river gutter. As per this approach, in case of natural disasters, such as floods and landslides, the built structures would not constitute barriers for the natural flow of materials (water, soil, rocks) and the replacement costs of the built structures would be lower.

### Santa Teresa Village

- 13. Address the challenges for a new urban development model of the Municipality of Santa Teresa through the enhancement of financing capacity and expertise of local institutions in urban planning and management, as well as the development of an urban master plan;
- 14. Link and coordinate all development in Santa Teresa Village with the Amazonian Access plan and the management of the World Heritage property in general;
- 15. Prepare an urban development plan for Santa Teresa that considers:
  - a. urban limits of the territorial expansion of the village,
  - b. identification of areas, plots and buildings for the purpose of conserving the traditional form of occupation of the land in the settlement,
  - c. zoning of building densities in the plots using criteria, such as the height of buildings and envelope regulations,
  - d. determination of pedestrian streets and vehicle parking areas, and

- e. an edification code identifying the traditional techniques and materials to be employed in new building and rehabilitation works;

#### Ecotourism Activities and Proposal for Biosphere Reserve

16. Further develop options for diverse nature based tourism as a complement to cultural tourism, aiming at diversifying visitor sites and activities and increasing the sustainability of the use of the Sanctuary;
17. Implement the work plan for 2017 to develop the proposal for the Biosphere Reserve, which will encompass the property and other protected areas, putting the highest priority on stakeholder consultation (public agencies, private sector, and the wider population) and broadening participation of several stakeholders and institutions in the process;
18. Ensure that the proposal for the Biosphere Reserve promotes the best possible expression of the property's OUV and includes measures to strengthen the conservation of the Sanctuary as well as to stimulate sustainable economic development of the wider region;

#### Preservation and Conservation

19. Ensure regular monitoring in order to understand the trends of the property's state of conservation as well as the connections between natural phenomena, human activities, in particular degradation caused by high visitor numbers, and conservation issues;
20. Urgently develop a research plan to support new and better solutions to conservation problems.



## 6. ANNEXES

### Annex I: Terms of reference

**WHC/ ICOMOS/ IUCN/ ICCROM Reactive Monitoring mission to  
Historic Sanctuary of Machu Picchu  
(Peru) (M274)  
(22-25- February 2017)**

Within the framework of the implementation of **Decision 39 COM 7B.36** adopted by the World Heritage Committee at its 39th session (Bonn, 2015) for the Historic Sanctuary of Machu Picchu, property inscribed on the World Heritage List in 1983 under criteria (i); (iii); (vii) and (ix), a joint **WHC/ ICOMOS/ IUCN/ ICCROM Reactive Monitoring** mission shall take place.

The objective of this mission is to evaluate whether adequate responses are now in place to address the long-standing development threats to the property, to assess progress with the implementation of the last Advisory Mission recommendations and to review the implementation of the roadmap document approved in January 2016.

In particular the mission should undertake the following:

1. Assess the progress achieved by the State Party with the implementation of the 2016 Advisory Mission recommendations;
2. Review the effectiveness regarding the execution of the Strategy Document, a follow-up document and roadmap agreed with the State Party during the UNESCO/ ICOMOS/ IUCN/ ICCROM Advisory Mission held in Cuzco in January 2016, and aimed to ensure Committee's decisions 39COM 7B.36 and 37COM 7B.35 are fully implemented;
3. Evaluate whether effective planning, management and other processes are now in place to overcome obstacles that prevented progress with addressing the considerable challenges and threats to the property, particularly in relation to tourism-related development, and whether the property's Outstanding Universal Value (OUV) is now being adequately sustained;
4. Assess the progress made in the inclusion of previous recommendations in planning documents, especially on the ones being developed under the "New Vision" Tourism Strategy;
5. Evaluate the status of current and upcoming projects (e.g. Visitor Centre, Chinchero International Airport, Quillabamba Aerodrome, etc.);
6. In line with paragraph 173 of the *Operational Guidelines*, assess any other relevant issues that may negatively impact on the OUV of the property, including its conditions of integrity and protection and management;

The State Party will facilitate necessary field visits to key locations *in-situ*. This mission will also be the occasion to undertake structured consultations with the national and local authorities to assess the **concrete progress and actions** accomplished by the State Party to seek finalization of pending actions, with particular focus on the following aspects:

7. The Legal Harmonization Study and the current proposal for regulation of the site's Management Unit (UGM); both validated by the same UGM in 2016 and intended to strengthen the legislative framework and governance arrangements for the property;
8. The Comprehensive Strategy of the Amazonian Access, envisioned to establish the second western access to the site and avoid unplanned development in its surrounding settlements;
9. The Evaluation Study of the Management Effectiveness validated by the Management Unit (UGM) and in the framework of the approval process of the property's Management Plan;
10. The Regulations of Sustainable Tourism visits for Llaqta and Inca City, the Carrying Capacity Studies, and other visitor's control studies undertaken and approved so far;
11. Progress made in the organization of the Metropolitan System for waste treatment and disposal;
12. The development of comprehensive Urban Planning instruments in both Santa Teresa and Machu Picchu Village aiming to prevent the intensification of the existent urban pressures;

The mission will prepare a concise joint WHC/ICOMOS/ICCROM/IUCN report no later than 2 months after the end of the mission. The mission report along with the State of Conservation report submitted by the State Party will be examined by the World Heritage Committee at its 41st session in 2017, with a view to considering, in the case of the absence of substantial progress in the state of conservation of the property, its inscription on the List of World Heritage in Danger.

## Annex II: Itinerary and programme

### MISIÓN DE MONITOREO REACTIVO AL SANTUARIO HISTÓRICO DE MACHU PICCHU

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En seguimiento a la Decisión 39 COM 7B.36  
(Cusco, 22 al 25 de febrero 2017)

#### **Día 0: Reunión Preliminar (9:30 – 10:30) – 21 de febrero**

##### **9:30-10:30 Visita protocolar con autoridades nacionales**

- Ministro de Cultura
- Ministro del Ambiente
- Ministro de Turismo
- Ministro de Transportes
- Ministro de Vivienda
- Jefe del SERNANP
- Representación de UNESCO en Perú
- Representante de UNESCO – Centro del Patrimonio Mundial
- Representante de ICOMOS Internacional
- Representante de ICCROM
- Representante de IUCN

##### **12:00-14:00 ALMUERZO**

14:00-en adelante, Partida a Cusco

#### **Día 1: Sesión 1 (9:00 – 17:45) – 22 de febrero**

##### **9:00-9:30 Ceremonia de inauguración**

Bienvenida e inauguración por el Viceministro de Cultura  
Bienvenida por el Jefe de SERNANP/MINAM  
Bienvenida por el Director de la Dirección Desconcentrada de Cultura Cusco/MC  
Bienvenida por el Gerente de Recursos Naturales y Gestión del Ambiente del Gobierno Regional de Cusco  
Alcalde de la Municipalidad Provincial de Urubamba  
Alcalde de la Municipalidad Distrital de Machu Picchu

##### **9:35-9:45 PAUSA CAFÉ**

##### SESIÓN INTRODUCTORIA

9:45-10:00 Presentación de los objetivos de la Misión de Monitoreo Reactivo  
9:45-10:00 UNESCO – Centro del Patrimonio Mundial y Organismos Consultivos  
10:00-10:30 Presentación sobre la implementación del calendario/Hoja de Ruta en la misión de enero 2016. (Actualización del informe de avance de 2016)

- 10:30-11:00 Presentación del **Viceministro de Patrimonio Cultural e Industrias Culturales/MC y del Jefe de SERNANP**
- 10:30-11:00 Gestión actual del Santuario Histórico Machu Picchu
- 11:00-12:30** 5A: Armonización de los marcos legislativos y fortalecimiento de los mecanismos de gobernanza del Santuario Histórico Machu Picchu (1h30)
- 11:00-11:45 - Presentación *de resultados de los estudios sobre la Armonización: (Perú)*
- ♦ % de implementación a la luz de la Hoja de Ruta adoptada en enero 2016
  - ♦ Armonización de las normas de conservación
  - ♦ Armonización de las competencias sectoriales
  - ♦ Precisión de las normas de la descentralización
  - ♦ Armonización de las estrategias de coordinación y gobernanza
- 11:50-12:30 Discusión general
- 12:30-14:30 ALMUERZO (2h)**
- 14:30-16:00 5B: Desarrollo de una estrategia integral para el Acceso Amazónico (1h30')
- 14:30-15:15 - Presentación *de los avances en la estrategia integral: (Perú)*
- ♦ % de implementación a la luz de la Hoja de Ruta adoptada en enero 2016
  - ♦ Estrategia integral del Acceso Amazónico
  - ♦ Plan de Sitio para el sector Intiwatana: Sector Aobamba – Puente Ruinas del SHM
  - ♦ Puesto de control y seguridad
- 15:45-16:00 Discusión general
- 16:00-16:15 PAUSA CAFÉ**
- 16:15-17:45 5C: Evaluación de la Efectividad de la Gestión (Plan de Gestión) (1h30')
- 16:15-16:45 - Presentación *de los estudios de evaluación de la gestión del SHM hacia una buena gobernanza local y turística:*
- ♦ % de implementación a la luz de la Hoja de Ruta adoptada en enero 2016
  - ♦ Evaluación de la gestión del SHM
  - ♦ Evaluación del Plan Maestro 2005-2010
  - ♦ Evaluación de los procesos de gobernanza y perspectivas
  - ♦ Formulación de las estrategias para consolidar la efectividad de la gestión del SHM.
- 16:45-17:00 - *Fortalecimiento de la UGM:*
- ♦ Propuesta de nuevo Reglamento de la UGM
- 17:00-17:45 Discusión general
- Día 2: Sesión 2 (9:00 – 16:30) – 23 de febrero**
- 9:00-9:30 Recapitulación de la sesión del Día 1
- 9:30-12:30 5D: Plan de Uso Público y definición de la capacidad de carga para el Santuario y sus componentes, y para Machu Picchu Pueblo (2h)
- 9:30-9:50 a) *Plan de Uso Público*
- ♦ % de implementación a la luz de la Hoja de Ruta adoptada en enero 2016

9:50-10:10	b) <i>Capacidad de Carga - Llaqta MP, Red de Camino Inca &amp; Carretera Hiram Bingham</i>
10:10-10:30	c) <i>Regulaciones para el uso público del SHM:</i> <ul style="list-style-type: none"> <li>♦ Reglamento de Uso Sostenible y Visita Turística para la Conservación de la ciudadela Machu Picchu.</li> <li>♦ Reglamento de Uso Turístico Sostenible de la Red de Caminos Inca del SHM.</li> </ul>
10:30-10:50	d) <i>Gestión de Residuos Sólidos:</i> <ul style="list-style-type: none"> <li>♦ Plan de Manejo de Residuos Sólidos del Distrito de Machu Picchu.</li> <li>♦ Plan de Manejo de Residuos Sólidos de la Red de Caminos Inca.</li> <li>♦ Plan de Manejo de Residuos Sólidos de la Llaqta de Machu Picchu.</li> <li>♦ Perfil de Pre Inversión y validación de PIP “Ampliación y Mejoramiento del Servicio de Limpieza Pública en el distrito de Machu Picchu, provincia de Urubamba, departamento Cusco”</li> </ul>
<b>10:50-11:05</b>	<b>PAUSA CAFÉ</b>
11:05-11:25	e) <i>Adecuación de la vía de salida de la ciudadela Machu Picchu para descongestionar el flujo de visitantes:</i> <ul style="list-style-type: none"> <li>♦ Rampa de Salida - Llaqta Machu Picchu</li> </ul>
11:25-11:45	f) <i>Otros proyectos:</i> <ul style="list-style-type: none"> <li>♦ Adecuación de la Transitabilidad vehicular y peatonal Machu Picchu Pueblo a Puente Ruinas: Alameda de las 7 Maravillas</li> <li>♦ Alternativas de transportes a la Llaqta Machu Picchu</li> </ul>
11:45-12:30	Discusión general
<b>12:30-14:00</b>	<b>ALMUERZO (1h30)</b>
14:00-14:30	Plan de Prevención y Reducción del Riesgo de Desastres de Machu Picchu (30') <ul style="list-style-type: none"> <li>- Presentación del Plan</li> </ul>
<b>14:30-15:00</b>	<b>5E: Esquema de Desarrollo Urbano del Distrito Machu Picchu pueblo (30')</b> <ul style="list-style-type: none"> <li>- Presentación del Esquema de Desarrollo Urbano <ul style="list-style-type: none"> <li>♦ % de implementación a la luz de la Hoja de Ruta adoptada en enero 2016</li> <li>♦ Situación actual en relación con el desarrollo de instrumentos integrados de planeamiento urbano en Machu Picchu Pueblo y Santa Teresa para prevenir la intensificación de la presión urbana.</li> </ul> </li> </ul>
15:00-15:30	Discusión general
15:30-15:45	PAUSA CAFÉ
<b>15:45-16:00</b>	Recapitulación de las sesiones de los Días 1 y 2 (15')
<b>16:00-16:15</b>	Conclusiones (15')
<b>16:15-16:30</b>	Agenda de la visita de campo a Machu Picchu (15')
<b>16:30</b>	<b>Salida a Machu Picchu</b>

**Día 3: Visita de campo: Machu Picchu (10:00 – 16:30) – 24 de febrero**

Descripción *in situ* de los proyectos previstos

10:00-12:30 Visita de campo: sesión 1 (2h30)  
a) Visita a Machu Picchu pueblo

**12:30-14:00 ALMUERZO (1h30)**

14:00-16:30 Visita de campo: sesión 2 (2h30)  
a) Capacidad de Carga - Llaqta MP, Red de Caminos Inca y la carretera Hiram Bingham  
b) Rampa de salida - Llaqta Machu Picchu  
c) Estrategia para el Acceso Oeste: Plan de Sitio para el Sector Intiwatana  
  
d) Otros:  
♦ Adecuación de la Transitabilidad vehicular y peatonal Machu Picchu Pueblo a Puente Ruinas: Alameda las 7 Maravillas  
♦ Trabajos de conservación y mantenimiento de la LLaqta

**Día 4: Sesión 3 en Machu Picchu (9:00 – 13:30) – 25 de febrero**

Otras visitas *in situ* propuestas por IUCN, ICOMOS e ICCROM.

9:00-13:30 Visita a Santa Teresa (4h)

**13h30-14:30 ALMUERZO**

15:00-en adelante Partida a Cusco

**Día 5: Regreso –26 de febrero**

Regreso de los expertos a la ciudad de Lima

### **Annex III: Mission team members**

#### **UNESCO**

World Heritage Centre, Latin American and the Caribbean Unit

Cesar Moreno-Triana

#### **ICOMOS**

International Council on Monuments and Sites

Niklas Schulze

#### **IUCN**

International Union for Conservation of Nature

Robert Hofstede

#### **ICCROM**

International Centre for the Study of the Preservation and Restoration of Cultural Property

Silvio Mendes Zancheti;

## **Annex IV: List of people met during the mission**

### **National authorities**

- Mr. Salvador del Solar Labarthe, Minister of Culture
- Mr. William Fernando León Morales, Vice-Minister of Strategic Development of Natural Resources and representative of the Ministry of Environment
- Mr. Rogers Valencia, Minister of Foreign Commerce and Tourism
- Mr. Jorge Arrunátegui Gadea, Vice-Minister for Cultural Heritage and Cultural Industries from the Ministry of Culture
- Mr. Pedro Gamboa Moquillaza - Director of SERNANP (Servicio Nacional de Áreas Naturales Protegidas)
- Mr. José Carlos Nieto Navarrete, Management Director of SERNANP
- Ms. Ana Maria Hoyle, Direction of World Heritage Sites at the Ministry of Culture

### **Regional and local authorities**

- Mr. Yordan Baldoce, Regional Government of Cuzco
- Mr. Humberto Huamán, Mayor of the Urubamba Province
- Mr. Delman David Gayoso García Mayor of Machu Picchu Village District
- Mr. Armando Mujica Aguilar, Advisor of Machu Picchu Village District
- Mr. Aldo Estrada, Advisor of Machu Picchu Village District
- Mr. Hernando Galindo Santisteban, Technical Secretary of the UGM (Unidad de Gestión de Machu Picchu) Technical Committee
- Mr. Vidal Pino Zambrano, Director of the Decentralised Direction of Culture (DDC) in Cuzco;
- Mr. Jose Carlos Nieto, DDC-Cuzco
- Mr. Fernando Astete, Manager of the Machu Picchu National Archaeological Park
- Mr. Elías Carreño, DDC-Cuzco consultant
- Mr. Mario Augusto Soto Barboza, Manager of the Historic Sanctuary of Machu Picchu (SERNANP/ ANP Machu Picchu)

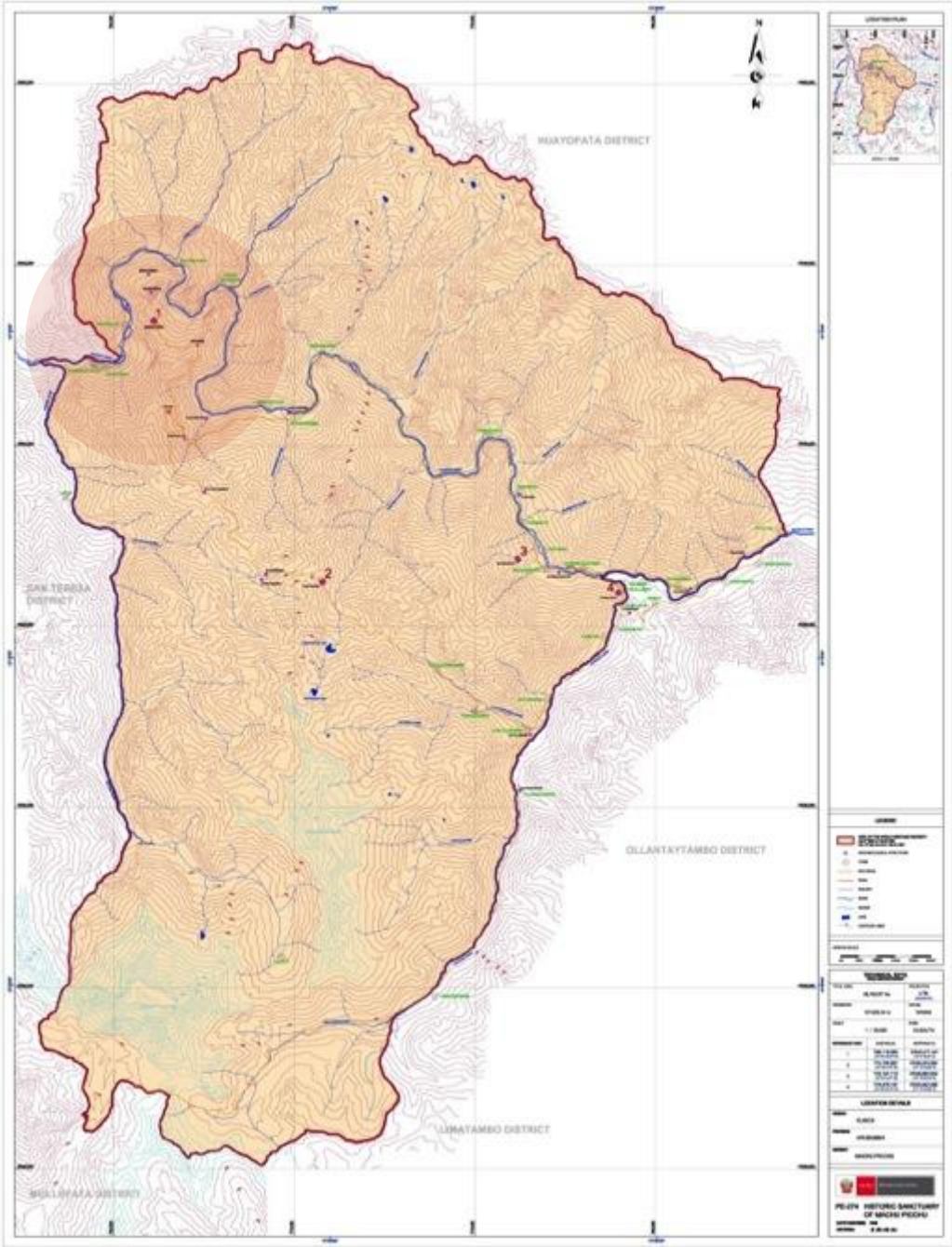
### **UNESCO Officers**

- Ms. Magali Robalino, Director of UNESCO Office in Peru
- Mr. Enrique López Hurtado, Programme Specialist for Culture in the UNESCO Office in Lima



Annex V: Maps

HISTORIC SANCTUARY OF MACHU PICCHU



Annex VI: Photos



Interinstitutional meeting in Cuzco (February 22 and 23)



Machu Picchu Village (February 24)



Machu Picchu Village (February 24)



Solid Waste treatment and stockage near Machu Picchu Village (February 24)



Archaeological Museum(February 24)



Road from Machu Picchu Village towards the Historic Sanctuary of Machu Picchu, where the “Alameda” project would be implemented (February 24)



Entrance to the Llaqta Inca Machu Picchu (February 24)



Mission team at the Llaqta of Machu Picchu (February 24)



Llaqta Machu Picchu (February 24)



Park rangers and park conservationist at the Llaqta of Machu Picchu (February 24)



Rails near Machu Picchu Village (February 24)



Control and check point at the Intiwatana Sector (February 25)



Control and check point at the Intiwatana Sector (February 25)



Rails at Control and check point at the Intiwatana Sector (February 25)





Meeting at the District Municipality of Santa Teresa (February 25)



Santa Teresa Village (February 25)

## Annex VII: Press

The screenshot shows the SERNANP website interface. At the top, there is a logo for SERNANP PERÚ and a search bar with the text "¿Qué deseas encontrar?". Below the logo, the text "Servicio Nacional de Áreas Naturales Protegidas por el Estado" is visible. A navigation menu includes links for "Inicio", "¿Qué es SERNANP?", "Nuestras Áreas Naturales Protegidas", "Sedes Administrativas", "Normatividad", "Trámites", and "Transparencia". The main content area features a news article titled "Misión de la UNESCO destaca óptimo estado de conservación del Santuario Histórico de Machupicchu". The article text describes the UNESCO mission's findings and activities in Machupicchu. A photograph shows a group of people standing in front of the Machupicchu ruins. A button labeled "Últimas noticias" is located to the right of the article title.

Contáctenos  **BUSCAR**

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Servicio Nacional de Áreas Naturales Protegidas por el Estado

Inicio ¿Qué es SERNANP? Nuestras Áreas Naturales Protegidas Sedes Administrativas Normatividad Trámites Transparencia

Estas aquí: Noticias Detalle de Noticias

### Misión de la UNESCO destaca óptimo estado de conservación del Santuario Histórico de Machupicchu

Últimas noticias

El óptimo estado de conservación del Santuario Histórico de Machupicchu y el alto nivel de coordinación entre las instituciones responsables de la gestión de esta área natural protegida para responder a las recomendaciones formuladas por el Comité del Patrimonio Mundial, destacó la Misión de Monitoreo Reactivo de la UNESCO.

Este grupo de expertos realizó una evaluación del estado de conservación y la implementación de observaciones hechas sobre el Santuario Histórico de Machupicchu, durante una visita de campo en la que también recorrieron el distrito de Machupicchu, la Llaqta de Machupicchu, el Acceso Amazónico y el distrito de Santa Teresa en provincia de La Convención.

El primer día los especialistas de la UNESCO recorrieron el poblado de Machupicchu para evaluar in situ el manejo de residuos sólidos, el plan de prevención y reducción de riesgo de desastres, así como el esquema de ordenamiento urbano del distrito. Mientras que el segundo día el grupo realizó un recorrido desde el Puente Ruinas hasta el sector de Hidroeléctrica con el objetivo de recopilar información que permitirá evaluar la estrategia integral del acceso Amazónico así como el Plan de Sitio.

Press notice uploaded to the SERNANP website <http://www.sernanp.gob.pe/home>



## Intenso trabajo de misión de la Unesco en Machu Picchu

LOCAL

26 FEBRERO, 2017

MARCO ANTONIO CASAS SANTILLANA

Soy Director de El Diario del Cuzco número de celular 984162866 y también es Whatsapp.

NOTICIAS RELACIONADAS

CENTRAL 48 RTV CUSCO

MACHU PICCHU

MARCO ANTONIO CASAS SANTILLANA

MISIÓN DE LA UNESCO EN CUSCO

UNESCO EN MACHU PICCHU



Los expertos de la Misión de Monitoreo Reactivo de la UNESCO, realizaron un examen profundo de los mecanismos de gestión del Santuario Histórico de Machu Picchu, tras la visita de campo que realizaron el 24 y 25 de febrero al distrito de Machupicchu, así como a la Ilaqta Inka de Machu Picchu, al ingreso alterno o Acceso Amazónico y al distrito de Santa Teresa, provincia de La Convención

Diario del Cuzco <http://www.diariodelCuzco.com/2017/02/26/intenso-trabajo-de-mision-de-la-unesco-en-machu-picchu/>

**El Comercio** POLÍTICA ECONOMÍA OPINIÓN SOCIEDAD MUNDO TECNI

MIÉRCOLES 22 DE FEBRERO DEL 2017 | 18:22

# Unesco inició labores de monitoreo a Machu Picchu

Misión de Monitoreo Reactivo de la Unesco al Santuario Histórico de Machu Picchu llegó hoy a la ciudad del Cuzco

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Misión en Machu Picchu presentará un informe en un plazo de tres meses. (Foto: Archivo El Comercio)

**Miguel Neyra**  
Redactor

La Misión de Monitoreo Reactivo de la Unesco al Santuario Histórico de **Machu Picchu** llegó hoy a la ciudad del Cuzco, donde inició sus labores en una jornada de trabajo realizada junto a técnicos y funcionarios de la Dirección Desconcentrada de Cultura de Cuzco (DDCC) y al Servicio Nacional de Áreas Naturales Protegidas por el Estado (Sernanp).

LEA TAMBIÉN...  
Google Maps muestra con detalle la inmensidad de Machu Picchu

Diario el Comercio  
<http://elcomercio.pe/sociedad/Cuzco/unesco-inicio-labores-monitoreo-machu-picchu-noticia-1970756>

## Annex VIII: Advisory mission (January 2016) recommendations

1. **Refine the attributes and management requirements included in the OUV** of the property to clearly encompass all of its current attributes and their inclusion on all planning documents.
2. Submit to the World Heritage Centre detailed information on the status of current and upcoming projects regarding **transportation infrastructure** in the region (e.g. *Chincheró* International Airport, Quillabamba Aerodrome, etc.) in order to evaluate their possible impacts on the WHSMP.
3. **Ensure that the property's OUV**, which is the basis for its inscription on the World Heritage List, is the main focus for all studies, plans and projects for the development of the region, with particular emphasis on its vulnerability.
4. **Be discussed with all stakeholders**, particularly the UGM, local governments, the civil society and other concerned private partners.
5. **Clearly define the specific roles and capacities** of the members of the UGM and finalise the **revision of the UGM regulations** in order to improve effectiveness and enhance decision-making processes.
6. **Update the recently developed carrying capacity studies** to prioritise heritage, conservation and visitor safety over the visitor experience.
7. Evaluate the overall conservation status of the site using the officially adopted **management effectiveness assessment methodologies** during the implementation of the updated Master Plan, to further complete the governance analysis presented by the State Party.
8. Consider the reinforcement and integration of all natural and cultural monitoring activities currently in place into **“one unified monitoring system”** for the overall property to identify and address potential threats within the property in a timely manner.
9. Closely **monitor the results of the conservation measures** currently put in place at the Llaqta in order to understand their long term effects.
10. Prepare **local development plans** (e.g. for Santa Teresa) that have to be linked and **coordinated with a regional planning process** in order to ensure consistency.
11. Refrain from further development of **tourism installations along the hiking trail** that leads from the hydroelectric plant to Machu Picchu Village, in order to avoid impacts on the visual integrity of the area.
12. Evaluate the possibility of integrating the planned ecotourism activities proposed by the State Party during this mission (e.g. birdwatching, canopying) into a sustainable tourism strategy, to ensure they are appropriately regulated.
13. **Include the systematic development of Heritage Impact Assessments for all development projects** planned in the property (or in its close vicinity) to efficiently evaluate the possible impacts on the property's OUV.

14. Continue the existing **archaeological research**, which includes, but is not limited to, detailed registration and documentation of the property (3D scans, etc.).
15. Ensure that visitors are able to **differentiate between new infrastructures** and pre-Hispanic constructions at the site (e.g. the new exit ramp).
16. Adopt an **incremental approach** in the development and implementation of the **New Vision**, especially concerning access to the Sanctuary.
17. **Consolidate the Amazon Access** in order to avoid unplanned development, through the establishment of a railway station with visitor services and the creation of a secure hiking trail that connects the hydroelectric plant with Machu Picchu Village.
18. Include the **Railway Company** in the development of the **New Vision** in order to better control the tourism flow to the Sanctuary.
19. Urgently consider the development of **alternatives to Machu Picchu village** with regards to visitor services, accommodation and the relocation of visitors, as it is evident that the latter has reached its limits of urban expansion and shows excessive vulnerability to natural disasters. It is important to develop studies to immediately identify alternatives and the implications of transferring activities and urban functions from Machu Picchu Village.
20. Develop a **feasibility study for the development of Santa Teresa Village** as an alternative to Machu Picchu Village as a touristic centre, prior to (a) starting the construction of a direct connection (either by road or railway) with Machu Picchu Village and (b) developing urban infrastructure and services to accommodate the flow of visitors coming from the Amazonian Access.
21. As a matter of urgency, develop and put in place a **management structure** to ensure the **enforcement of urban regulations** outlined by the “Urban Zoning Scheme for Machu Picchu Village”, with a particular focus on reversing the number of storeys of the buildings that surpass the legal limits, and surveying the construction in high-risk areas.
22. **Consider the development of a programme** focused on the use of traditional techniques in constructions to mitigate negative visual impacts in Machu Picchu Village and Santa Teresa Village.
23. Develop, as a matter of urgency, **risk reduction measures, contingency plans and disaster rescue plans** for Machu Picchu Village.
24. Organise a **Metropolitan System for waste treatment and disposal** to improve waste management and reduce the pollution in the Vilcanota River, at Machu Picchu Village.