

WHC-ICOMOS-IUCN-ICCROM Advisory Mission to  
“Historic Sanctuary of Machu Picchu” (Peru)  
MISSION REPORT



January 2016



## Acknowledgements

The mission would like to acknowledge the Ministry of Culture of Peru and the authorities and professionals of each institution participating in the presentations, meetings, fieldwork visits and events held during the visit to the property. This mission would also like to express acknowledgement to the following government entities, agencies, departments, divisions and organizations:

- Ms Diana Alvarez Calderón, Minister of Culture
- Ms Magali Silva Velarde-Alvarez, Minister of Foreign Commerce and Tourism
- Mr Manuel Pulgar-Vidal, Minister of Environment
- Mr José Gallardo Ku, Minister of Transport and Communications
- Mr Juan Pablo de la Puente, Vice Minister for Cultural Heritage and Cultural Industries
- Lic. Ana María Hoyle Montalva, General Director of World Heritage/MC and World Heritage Sites Director-DGPC/MC
- Mr Pedro Gamboa Moquillaza, Director of SERNANP
- Mr Jose Manuel Rodriguez Cobos, Ambassador from the Permanent Delegation of Peru to UNESCO
- Mr Marcos Pastor Rozas, Technical Assessor of the SERNANP Governing Board
- Mr Fernando Astete Victoria, Director of Machu Picchu National Archaeological Park
- Mr José Carlos Nieto Navarrete, Manager of the Historic Sanctuary of Machu Picchu (SERNANP)

As well as the regional and local authorities from Cuzco represented by:

- Mr Edwin Licona, Regional Governor of Cuzco and President of the Executive Committee of the UGM
- Mr Humberto Huamán Aucapuma, Major of the Urubamba Province
- Mr David Gayoso García, Major of Machu Picchu Pueblo District.
- Mr Daniel Maravi Vega Centeno, Director of the Decentralized Directorate of Culture in Cuzco
- Mr Ernesto García Calderón, Technical Assessor of the Decentralized Directorate of Culture in Cuzco

Finally, the mission would like to thank all the staff, officials, civil servants, representatives of local, regional and national organizations and local residents for their support, guidance, information, and for the successful accomplishment of this mission.

## **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” is among the greatest artistic, architectural and land use achievements anywhere 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, reason 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, the exceptional scenic and geomorphological beauty (ix) 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** the Committee welcomed the efforts made by the State Party towards the implementation of a number of the Committee’s recommendations, but considered that insufficient progress had been made over the past six years to address the considerable challenges and threats facing the property. In this sense, the Committee recommended the State Party to 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, to seek finalization of the pending actions.

### **The main findings of the mission:**

In general, all the attributes that express the values corresponding to inscription criteria detailed in the OUV are presently in a good state of conservation as well as the conditions of integrity and authenticity. Furthermore, the mission noted that the citadel of Machu Picchu itself fully maintains the attributes sustaining its OUV and that no immediate threats to its state of conservation were evident.

Nevertheless, the mission considers that the pressure exerted on the site and its surroundings, mainly caused by tourism and poor urban planning in the lower part of the valley, may lead to severe impacts on the property’s values and the safety of the visitors in the near future.

The mission also noted the institutional commitment at all levels for the conservation and management of the property, reflected by numerous actions. However, many of these actions are still lacking communication, integration or coordination.

In this sense, the mission observed very important inter-institutional commitments of Ministries, Regional and Local Governments and other partner institutions to improve the efficacy and efficiency of the heritage conservation management system of the Sanctuary and to promote sustainable development in the region.

Some of the recommendations presented in this report will be focused on the need to carefully plan and monitor the changes foreseen as part of the "New Management Strategy" or "New Vision". This Strategy has the explicit objective of increasing the flow of tourists to the region and the Sanctuary. This is justified by the endorsement of a more efficient management system, organized on the basis of decentralization, creation of new attractions

and better infrastructure, which would reduce the impacts on the heritage attributes of the Sanctuary, especially in the Llaqta. In this regard, the mission members detected insufficient reference to the OUV, the integrity and the authenticity of the property in the existing planning documents.

### **Recommendations:**

The mission considers that this Strategy should:

#### **Integral conservation and “New Management Strategy” for the property**

1. **Consider the attributes identified in the property’s OUV**, reason for which the property was inscribed on the World Heritage List, as the main reference for the development of studies, plans and projects giving particularly attention to their vulnerability.
2. **Socialize the “New Management Strategy”** for Machu Picchu with all stakeholders, particularly the UGM, the civil society and other concerned private partners.
3. **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 its effectiveness and streamline decision making processes.
4. Evaluate the overall conservation status of the site using the officially adopted **management effectiveness assessment methodologies**<sup>1</sup> during the implementation of the updated Master Plan, to further complete the governance analysis presented by the State Party,
5. Consider the integration of all monitoring activities currently in place into **“one unified monitoring system”** for the overall property to timely identify and address potential threats in neuralgic areas within the property.
6. Prepare **local development plans** (e.g. for Santa Teresa) that have to be linked and coordinated with a regional planning process.
7. **Update the carrying capacity studies** recently elaborated by further including heritage and conservation values as well as visitor safety and prioritising them over visitor experience values.
8. 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.
9. Submit detailed information on the projects for **transportation infrastructure** in the region (e.g. Chinchero International Airport, Quillabamba Aerodrome, etc.) in order to enable the evaluation of their possible impacts on the WHSMP.
10. Continue the existing **archaeological research**, which includes, but is not limited to, detailed registration and documentation of the property (3D scans, etc.).

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<sup>1</sup> Detailed in chapter 4.2.2 of this document

11. Closely **monitor the results of the conservation measures** currently put in place at the Llaqta in order to understand their long term effects.
12. Ensure that visitors are able to **differentiate between new infrastructures** and pre-Hispanic constructions at the site (e.g. the new exit ramp).
13. Integrate the **ecotourism options** proposed during this mission into the sustainable tourism strategy, in order to regulate them accordingly.

#### **Comprehensive strategy for the Historic Sanctuary of Machu Picchu accesses**

14. Adopt an **incremental approach** in the development and implementation of the “New Management Strategy” especially concerning the access to the Sanctuary.
15. **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.
16. **Reinforce the archaeological aspects** addressed in the *Integral Strategy for the Amazon Access* and focus on conservation issues rather than on tourism development.
17. Consider the development of an integrated management system together with the **Railway Company** in order to better control the tourism flow to the Sanctuary.

#### **Comprehensive Urban Planning**

18. Urgently consider the development of other **alternatives to Machu Picchu village**, regarding 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.
19. Start **immediate studies about the identified alternatives** and implications of the transference of activities and urban functions from Machu Picchu Village.
20. Develop an **institutional agreement** between the national, regional and local authorities to enforce the urban regulations proposed and approved by the “Urban Zoning Scheme for Machu Picchu Village” (Esquema de Ordenamiento Urbano de Machupicchu, EOU-M) and provide additional resources (financial, material and human) for the investment needed to improve the urban conditions of the village and strengthen its local management capacity.
21. **Enforce the urban regulations** determined by the “Urban Zoning Scheme for Machu Picchu Village” and reverse the abusive increase of the number of storeys of the buildings surpassing the legal limits and the construction in high-risk areas.
22. Develop and put in place as a matter of urgency a **management structure** to ensure the enforcement of the urban regulations.
23. **Consider the development of an awareness raising project** focused on the use of traditional techniques in constructions to mitigate negative visual impacts in Machu Picchu village and Santa Teresa village.

24. Develop, as a matter of urgency, **risk reduction measures, contingency plans and disasters rescue plans** for Machu Picchu village.
25. 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.
26. Develop a **feasibility study for the development of Santa Teresa village** as an alternative for Machu Picchu village, before starting the construction of a direct connection (either by road or railway) with Machu Picchu village.
27. Initiate the development of urban infrastructure and services in the **Santa Teresa Village** to accommodate the flow of visitors coming from the Amazonian Access, as mentioned by the State Party during the mission.

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## 1. BACKGROUND TO THE MISSION

### 1.1. Inscription history

The property was inscribed in 1983 as a mixed site 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”.

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

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.

An OUV Statement 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, in the framework of the 2nd Cycle of the Periodic Reporting Exercise, 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 immutable baseline data (e.g. information on the values 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 inter-institutional 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.

### **1.3. 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 World Heritage List in Danger. However, since 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 its recommendations is noted.

The International Assistance Panel has granted a total of 11 International Assistance requests to the property. The last one was granted in 2001 for the project “Request for a stone specialist for the assessment of necessary restoration work on the stone sculpture Intihuatana, Machu Picchu” for an amount of 5,000 USD.

The last missions to visit the property have been:

- A joint WHC/ ICOMOS/ IUCN reinforced monitoring mission In 2009
- A WHC mission in 2010
- A joint WHC/ ICOMOS/ IUCN technical advisory mission in 2012

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.

After evaluation of the abovementioned documents, the Committee considered that although significant progress was reported by the State Party, most of the deadlines requested by the Committee in Decision 37 COM 7B.35 had not been met and the results of the reported actions on the effectiveness of the management and the conservation of the property's OUV remained to be demonstrated. In view of the above considerations and the remaining potential threats to the integrity and OUV of the property at that time, it was suggested that focused technical support should be offered to the State Party.

#### **1.4. Justification of the mission**

The World Heritage Committee, at its 39th session (Bonn, 2015), welcomed the efforts made by the State Party towards the implementation of a number of the Committee's recommendations, but considered that insufficient progress had been made over the past six years to address the considerable challenges and threats facing the property; and therefore considered that further technical support is needed in order to revise how obstacles might be overcome, and in order to foster a momentum that might lead to a sustainable outcome.

From this perspective, the Committee recommended the State Party to 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, to seek finalization of pending actions mentioned above (Decision 39 COM 7B.36).

The abovementioned mission was carried out from 26 to 30 January 2016 with the following objectives:

1. Undertake structured consultations and discussions with the national and local authorities to develop an understanding of:
  - a. What obstacles have so far prevented adequate progress being made in addressing the challenges and threats facing the property – in spite of a clear Action Plan, many missions and clear guidance by the Committee;
  - b. How these obstacles might be overcome;

- c. How to put in place a more effective and robust over-arching management structure which has the capacity to draw stakeholders together in a concerted way and avoids a piecemeal approach to management;
  - d. How to foster momentum that could lead the property towards a sustainable outcome;
2. Consult and discuss with national and local authorities to assess the **concrete progress and actions** made by the State Party in the implementation of the specific recommendations made by the World Heritage Committee at its 36th, 37th and 39th sessions and to seek finalization of pending actions, with particular focus on the following aspects:
  - a. Harmonization of legislative frameworks and governance arrangements for the property,
  - b. Development of a comprehensive strategy for the Western Access,
  - c. Management Effectiveness Assessment in the framework of the approval process for the Management Plan,
  - d. Public Use Plan, undertaken in line with the provisions of the Master Plan, including the definition of the carrying capacity for the Sanctuary and its components, and of Machu Picchu Village,
  - e. Urban Plan Scheme for Machu Picchu Village;
3. During the mission, agree with the State Party on the most urgent actions needed to be implemented for both immediate and longer term improvements to the overall management approaches to the property, in order to increase the pace of progress in addressing the outstanding recommendations of the Committee;
4. Agree an updated timetable for the deadlines set out by the Committee in Decision **37 COM 7B.35**.

## **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 heritage 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 Article 68.
- Law 28296 (2006) – General Law of National Cultural Heritage and its regulations, approved by Executive Order 011-2006-ED. (Decreto Supremo)

- 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 National System of Protected National Areas (SINANPE in Spanish). Its management is supervised by the INRENA (today the 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, 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 (Resolución Legislativa) 26178 (1993), which ratifies the Protocol of Montreal
- Executive Resolution (Resolución Legislativa) 26181 (1993), which ratifies the Agreement of Biodiversity adopted in Rio de Janeiro in 1992.

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

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

### 2.1.1 Boundaries of the property and buffer zone

In 1983, the State Party submitted the map of the delimitation area within the nomination file.

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. The immediate goal of the project was to improve the technical information of the boundaries of the property as inscribed on the World Heritage List. In this context, in 2012, the Latin America and the Caribbean Unit of the World Heritage Centre requested the State Party to clarify the boundary of the property.

In 2013, the State Party sent the map of the property to the World Heritage Centre for its evaluation. The map was adopted by Decision 37 COM 8D, made by the World Heritage Committee at its 37th session (Phnom Penh, 2013).

The area of the inscribed property is 32 592 ha.

Moreover, in the framework of the finalization and approval of the “Master Plan 2015-2019 for the Historic Sanctuary of Machu Picchu”, by Article 2 of Presidential Resolution 070-2015-SERNANP, the State Party approved the new boundaries of the buffer zone proposed within the Master Plan.

### 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 Municipal District of Machu Picchu (MDM) is the executive organ of the local government and is responsible of the fulfilment of the Municipal Council and Major Offices' dispositions.
- 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 N° 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 Decentralized Directorates of Culture which, within their territory, act for and on behalf of the Ministry. These Directorates exercise in a decentralised manner the executive functions of the Ministry, 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 organism, the Peruvian Service of Natural Protected Areas (SERNANP) with the monitoring of the property. The mission of the latter is to monitor the Natural Protected Areas System of Peru with an economic, integral and participative perspective that aims for the sustainable management of 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, 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 N° 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 Unit through Supreme Executive Order N° 029- 2001-AG and Supreme Executive Order N° 032-2002-AG. The *Organizational and Functional Regulations* of the Unit were approved with Resolution N° 01-2000-UGM-CD and modified through Resolution N° 001-2003-UGM-CD. The latest change to the Unit, made in 2011 with Supreme Executive

Order 003-2011-MC, highlights the responsibility of the UGM for the implementation of the comprehensive management strategy of the property and the implementation of the Master Plan. The Unit, composed of two bodies, the Steering Committee (SC) and the Technical Committee (TC), is considered to be an important tool to harmonize decision-making processes regarding to 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 encourage the effectiveness of the Unit.

### **3. IDENTIFICATION OF ISSUES/THREATS**

The complex attributes of a mixed property located in such a vast area of natural and archaeological interest are subject to threats from human activities, particularly related to tourism management and its impacts on the conservation of the property.

The following threats have been identified in the course of the review made by the World Heritage Committee of the various reports on the state of conservation of the property submitted with regard to the property by the State Party since 2006.

#### **3.1. Overlapping of legislative frameworks and governance arrangements (5a)**

At its 32nd session, the Committee noted that despite the reactivation of the Management Unit for the property (UGM), few actions were carried out in the framework of the enhancement of the interinstitutional coordination. Since then, the Committee has repeatedly noted the failure of the governmental mechanisms in the implementation of an effective and integrated management of the property.

At its 39th session in 2016 (Bonn), the Committee noted that legal frameworks had yet to be harmonized in order to prevent overlapping mandates, conflicting regulatory measures and loopholes that are detrimental to efficient and coordinated implementation of protection and regulatory measures.

#### **3.2. Lack of effective management of the property (5c)**

In spite of a large number of actions carried out by the State Party in order to respond to the Committee's requirements with regard to the management of the property, no concrete results related to the specific actions requested have so far been identified.

In addition to this, the failure to implement other actions<sup>2</sup> repeatedly requested since 2008 leads to the conclusion that the management system has not effectively responded to the various issues raised as negatively affecting the property.

In this sense, and within the framework of the elaboration of the Master Plan, the Committee requested the State Party to develop a Management Effectiveness Assessment.

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<sup>2</sup> These actions are further assessed in chapter 4

### **3.3. Lack of a comprehensive strategy for the Western Access (5b)**

In 2007, a joint Reactive Monitoring Mission visited the property and among other points outlined the subject of the “new Western Access”, resulting from the illegal construction of the Carrilluachayoc access road and bridge. The access was opened against strong opposition from the INC, INRENA and the Court of Urubamba. The mission considered that these actions further demonstrated the instability of governance arrangements for the property and therefore recommended the development of an “Emergency Participatory Strategy for the control of the Western Access” (from Santa Teresa).

As per the recommendations, the Strategy was supposed to take into account natural disaster risk prevention and management, security, functionality, the legitimate interest of the associated communities, etc. The immediate response of the national authorities was expected in order to properly monitor and mitigate the quickly developing pressures on the Sanctuary; otherwise the Committee would be compelled to consider the inclusion of the property on the List of World Heritage in Danger.

### **3.4. Delays in the development and implementation of a public use plan (5d)**

In 2010, the State Party reported the launch of a Consultancy Process “Public Use Plan for Machu Picchu Historic Sanctuary”, approved by Regional Executive Resolution Nº 057-2009-GR CUZCO/PR, in accordance with the Public Tender Selection Process (Public Tender Committee of the Regional Government of Cuzco meeting of 23 December 2009).

Since then, the World Heritage Centre and the Advisory Bodies have reiterated their concern about the lack of significant progress in formulating the Plan and the establishment of timeframes for its finalization and subsequent implementation.

### **3.5. Lack of impact studies related to the carrying capacity for the Sanctuary and its components (5d)**

In 2006, the State Party submitted a draft Risk Preparedness Plan. No mention was made at the time of the risk of landslides on the Hiram Bingham Road, the only vehicular access to the citadel, and no carrying capacity of the road was included.

In 2011, the State Party submitted the “Study for the “Limits of Acceptable Change” (LAC) and limits of carrying capacity for the Inca Trail Network and the Citadel”, which was developed as a second component of the Public Use Plan finalized in December 2010. The State Party clarified that the Study was still under approval.

However, throughout 2011 and early 2012, several notifications were received stating that the carrying capacity of 2500 visitors per day had been exceeded on numerous occasions. Therefore, at its 36th session (Saint Petersburg, 2012), the Committee requested the development of a new and clear carrying capacity for the Sanctuary, along with consistent guidelines for a Public Use Plan, both to be officially approved by the Management Unit of the Sanctuary (UGM).

### **3.6. Urban Plan Scheme for Machu Picchu Village (5e)**

The Committee has observed delays on several occasions in the implementation of urban control and planned measures for Machu Picchu village that regulate the potential impacts on the visual values of the property.

In this regard, in 2008 the State Party reported 43 unauthorized constructions in the protected area affecting the scenic values of the property, but no further report was made in terms of territorial planning, therefore the Committee noted the ineffectiveness of the existing urban planning regulations and the lack of action against visual disorder, environmental impact, uncontrolled construction, etc. and has since then requested the finalization of an Urban Plan that encompasses all these issues.

In 2015, the State Party informed the Committee that the Municipality of Machu Picchu Village had finalized the drafting of the Urban Zoning Scheme. The Plan was approved in 2015 by Municipal Ordinance 018-2015 MDM-CM and approved in January 2016 by the Provincial Municipality of Urubamba.

### **3.7. Lack of regulatory measures for violations against the property (37-7a)**

Over the years, the Committee has noted several inconsistencies and loopholes in the regulatory measures regarding the conservation of integrity of the property.

In the process of sanctions against violations committed within the property, the State Party stated in 2015 that DDC-Cuzco has drafted the *Regulations on Sustainable Use and Tourist Visitation for the Conservation of the Llaqta of Machu Picchu*, to be approved at the end of the year.

Regarding the inventory of land ownership, in 2012 the State Party reported that the rural land registry was finalised, that no increase in settlements was registered for the property, that subsistence agriculture continued to be the a main land use activity and that the expansion of large settlements at the Huayllabamba sector was being regulated. Furthermore, the State Party reported in 2015 that all demands regarding private ownership of the property were won in the first and second instances (Court Order No 237) and that the public domain of the property was guaranteed by the State Party.

### **3.8. Lack of risk management plans related to natural disasters (37-7e)**

After evaluation of the draft Risk Preparedness Plan received on 26 September 2006, the Committee regretted the lack of studies on high risk areas (including the slopes and river beds that converge on Machu Picchu village), risk mapping, analysis of existing satellite photos and geological risk cartography, among others. Moreover, the Committee's evaluation noted that the population had little to no notion of the risks they face living in the core and buffer area of the property.

This assessment was further evidenced in 2007 when a fire affected 161 ha of the Sanctuary. In this instance, INRENA recognized the lack of adequate policies; regulations and sanctions for infractions that could lead to fires continue to be a significant cause for concern, among other disasters.

In 2015, the State Party reported that the Disaster Risk Prevention and Reduction Plan for Machu Picchu had been drafted by the Multi-Sector Technical Committee in 2014 and was submitted to the CENEPRED in January 2015 for technical opinion and subsequent approval by the District Municipality. In January 2016, right before this Advisory Mission took place, the State Party transmitted the World Heritage Centre Municipal Ordinance n°026-2015-MDM/CM by which the Disaster Risk Prevention and Reduction Plan for Machu Picchu was approved by the Municipality of Machu Picchu District.

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

##### **4.1. Review whether the attributes of Outstanding Universal Value (the basis for the property's inscription on the World Heritage List) and the conditions of integrity and authenticity are being maintained.**

The OUV of the site is centred on human creative genius (i), the unique testimony of the Inca civilization, the exceptional scenic and geomorphological beauty (ix) and the great diversity of microclimates, habitats and species of flora and fauna with a high degree of endemism (ix). All of the attributes that express the values corresponding to these four inscription criteria are presently in a good state of conservation.

As mentioned by the State Party in the Statement of Outstanding Universal Value (SOUV), the conditions of integrity and authenticity are being maintained in general terms. This is due to the very successful control and management of human and natural threats and impacts on the Historic Sanctuary of Machu Picchu.

While the mission members can confirm that there are no immediate concerns about the site's state of conservation or the conditions of integrity and authenticity, the pressure exerted on the site and its surroundings, mainly caused by tourism and poor urban planning in the lower part of the valley, may lead to severe impacts on the property's values and the safety of the visitors in the near future. Furthermore, the landscape connectivity that secures the maintenance of the main features that make Machu Picchu an exceptional place may be negatively affected. Some of the recommendations presented in this report will be focused on the need to carefully plan and monitor the changes foreseen as part of the "New Management Strategy" or "New Vision". While this new approach will be discussed in more detail later, it must be highlighted in this section that the mission members detected insufficient reference to the OUV, the integrity and the authenticity of the property in the existing planning documents.

## **4.2. Review of follow-up measures to the previous World Heritage Committee decisions on the state of conservation of the property and of measures which the State Party plans to take to protect its Outstanding Universal Value**

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

The Decentralised Directorate of Culture of Cuzco (DDC-Cuzco) hired a consultancy for the development of “Studies for the harmonization of legislative frameworks” at the property (currently at 45% of progress). A preliminary progress report<sup>3</sup> was made available to the members of the mission (final version expected for April 2016).

Moreover, the consultant responsible for its elaboration outlined the main findings of the preliminary study during the mission. While highlighting the broad range of the existing legislation to address the management issues of the WHSMP, the expert also pointed out the existence of overlapping laws, regulations, competences and responsibilities.

He also underlined that the management of the WHSMP was the central object of the study and highlighted the need to reinforce the intersectoral entities at the site, especially the UGM. While this coordinating instance has been reactivated since 2011, functioning mechanisms still need to be strengthened in order to effectively support the managing authorities in the implementation of the Master Plan and other plans, policies and projects aimed at securing the OUV (e.g. the land use plan, the urban plan, tourism regulations including carrying capacity definition, the disaster risk prevention plan, etc.).

It is important to note that the UGM is composed of two bodies: the Steering Committee (SC) and the Technical Committee (TC).

The widening of the mandate of the UGM Technical Committee by law was also suggested. In the long term it was recommended to define a special legal (autonomous) status for the WHSMP. During the discussion it was stressed that the permanent presidency of the Steering Committee was assigned to the Regional Government of Cuzco in 2011 (Decreto Supremo Nº 003-2011-MC). It became clear that the organization of the Steering Committee meetings was a point of contention; however, there was general agreement on the necessity to formulate and approve new and operational regulations for the UGM. It was also noted that it is important to open the Management Committee to the participation of other important social agents such as, for example, the private sector and representatives of local communities (e.g. ANA – National Water Authority; INDECI – Technical entity of the National System for Disaster Risks Management and the *Defensoría del Pueblo* (Peruvian ombudsman)).

In conclusion, it was made clear by the expert that there are enough legal instruments to accomplish the objectives; however it is important to clearly define the institutional framework and the rules of the spaces where the main public agents and stakeholders will interact, as well as their roles and duties according to sectoral and territorial competences.

The Master Plan is an advance towards the integration process of the UGM and should be viewed as the main instrument to organize the discussions and decision-making processes

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<sup>3</sup> Estudio de interpretación y armonización legal de la normatividad aplicable a la conservación y gestión del Santuario Histórico (SHM) y Parque Arqueológico Nacional de Machu Picchu (PANM).

of the institutions, bearing in mind the principle of shared competencies that rules the protection of heritage in Peru.

It was recognised that the interinstitutional commitment signed on 15 April 2015 by the members of the UGM and other stakeholder institutions concerning the implementation of the measures requested by the Committee was a great step forward.

#### 4.2.2. Management Effectiveness Assessment (39 COM 5c)

The Management Effectiveness Assessment was presented and discussed during the mission. It is not yet finalized and is currently composed of two parts: an analytical section about the governance of the Sanctuary and a preliminary proposal of a new sustainable tourism management strategy. It specifically addresses the outcomes of the 2005-2010 Master Plan and considers elements for improvement based on the experience of past years. A written version of the presentation, supplied after the mission, had a clear focus on the role of tourism and the importance of further including the entities responsible for tourism in the management structures of the site. The study is clearly based on the following governance statement of the Master Plan:

*"Since the beginning, and because its status as mixed heritage (cultural and natural), the SHM has struggled in its governance. Co-management of the sanctuary by the SERNANP-SHM and DDCC-ANDS, still shows weak institutional linkages with isolated actions according to their own goals and objectives. The performance of the two authorities directly involved in the conservation management of the cultural and natural heritage, is also conditioned by actions of the District Municipality of Machu Picchu, the tourism sector and other entities that provide services in the sanctuary. In this way, it is proposed to consolidate the Management Committee, strengthening the management Unit of Machu Picchu as a **supporting higher level** and involve the District Municipality of Machu Picchu (MDM) in the management of the sanctuary in order to harmonize their development policies with conservation of the protected area, promoting greater participation of civil society and greater involvement of the private sector with a commitment to conservation of natural and cultural heritage (Master Plan, page 57).*

The analytical part of the document is very well developed and identifies all the stakeholders acting in the Sanctuary, as well as the extent to which the conservation objectives of the Master Plan have been achieved while relying on the currently functioning governance scheme. It also shows that the current management system is incomplete and needs to involve more actors in the process as well as to identify a common agenda that envisages a comprehensive new governance structure based on the principle of *responsible sovereignty*. A closer connection of the Technical Committee (UGM) and the Management Committee (with representatives of the organized civil society) is suggested. The results of the analysis show similarities with the review of the legislative framework and underline the importance of further streamlining and coordinating the decision-making processes in the property in order to secure the most efficient protection of the property's heritage values.

Lastly, the assessment iterates the need for a central new vision for sustainable development in the Sanctuary that leads to better intersectoral action and policies and thus enables better

management of the WHSMP. It would have to aim at “co-existing agreements for both heritage conservation and tourism development”<sup>4</sup>.

The mission noted 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, but that little information was included with regard to its conservation objectives, that is, standardized data that supports conclusions on whether the Sanctuary achieves the objectives it was created for, and the methodologies used to qualify such results<sup>5</sup>.

The mission observes that while the study provides a number of suggestions on how the Sanctuary can be better governed, it needs to deepen its analysis of other factors beyond governance and governability<sup>6</sup> in order to better outline strategies that help to address threats and that maintain and improve the overall conservation status of the property.

#### 4.2.3. Comprehensive strategy for the Western Access or “Amazonian Access” (39 COM 5b)

The “Strategy for the Amazonian Access” is a key element of the “New Management Strategy” (see **item 4.3.** below) and is a proposal mainly conceived to organize the existing influx of tourists that come from other parts of the region, particularly the Amazonian side of Machu Picchu and then reach Machu Picchu village by train or foot.



Photo 4.1. Railroad stop at the Western Access.

The flow of tourism through this access is already very significant. The document “*de Machu Picchu, Cusco - Perú, January 2015*” (its latest version dated December 2015 is called *Plan de Sitio del sector Aobamba* –

<sup>4</sup> Evaluación de la Gestión del Santuario Histórico de Machupicchu: Hacia una buena gobernanza normativa, local y turística, pg. 25

<sup>5</sup> By Presidential Resolution 238/2013/SERNANP, the Peruvian Government has adopted a “Procedure for the evaluation of the state of conservation of ecosystems in protected areas” and a management effectiveness methodology for protected areas known as “Matrix of Effects derived from Anthropogenic Activities” IUCN has developed a framework to specifically assess management effectiveness of protected areas (Hockings et al 2006).

<sup>6</sup> E.g. ecological integrity, landscape connectivity, degradation, infrastructure, cultural and spiritual values, ecosystem services provision, pressure by anthropogenic activities, human settlements, climate change, etc.



*Puente Ruinas – Santuario Histórico de Machu Picchu, Cusco-Perú*, estimates that there were more than 90,000 visitors per year joining the Sanctuary by this entrance.

The mission observed the lack of formal train station and facilities to provide satisfactory services for tourists at this access (**Photo 4.1.**), an issue also noted by the 2012 Mission. Currently, the only existing services 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 300 m<sup>2</sup> that was provided by the electricity company EGEMSA at Kilometre 122.

The installation of this office building is a good demonstration of intersectoral collaboration between the DDC-Cuzco and SERNANP (**Photo 4.2.**); however it requires further improvements in order to be considered as a replenishment/surveillance point for park rangers and as an information centre for visitors (e.g. restrooms, etc).

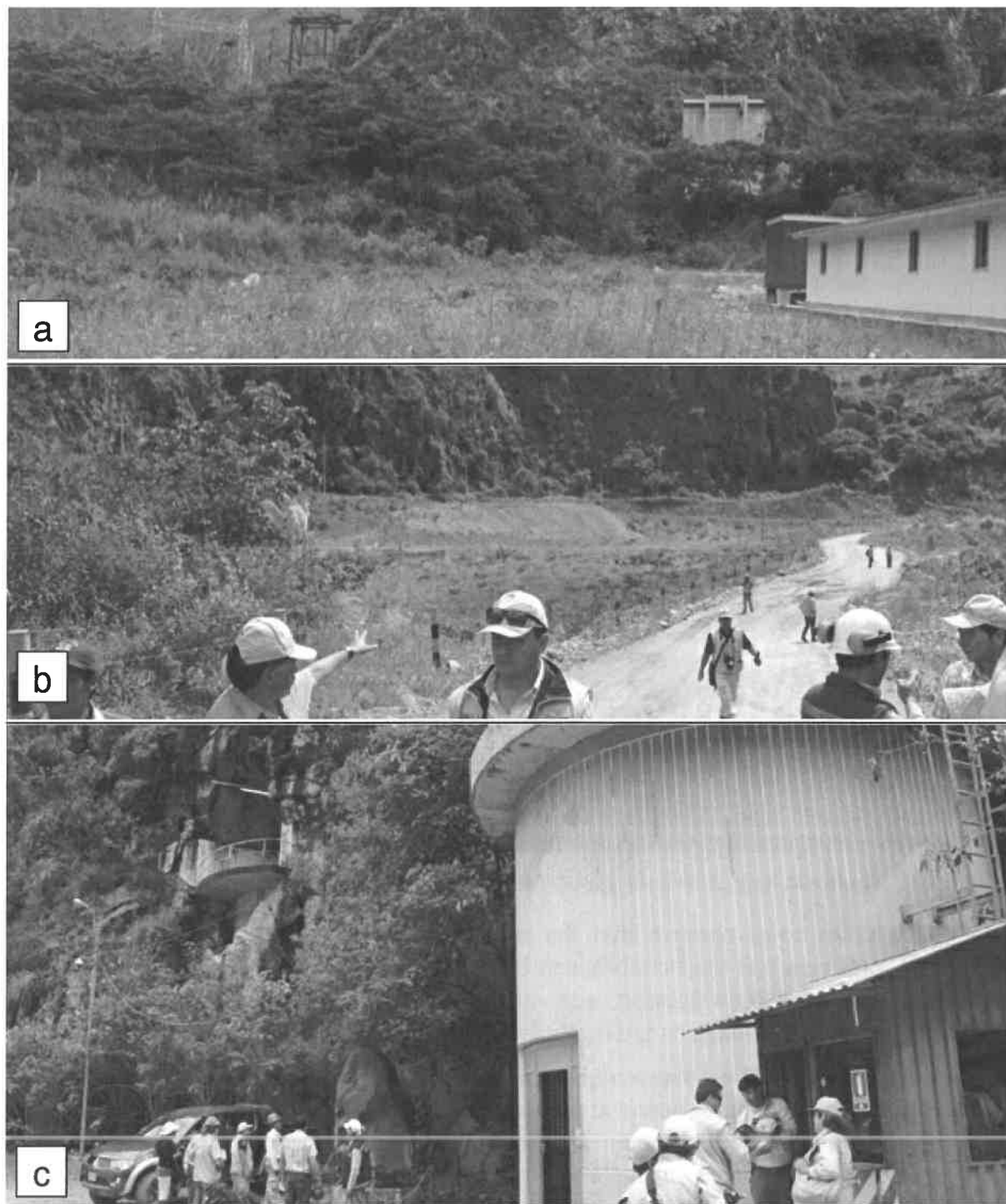


**Photo 4.2.** New office building, with the visitor control point in the background.

The 2016 Mission could observe that the issue regarding the overlap of the EGEMSA building site for Phase II of the Rehabilitation of the hydroelectric plant with tourism activities, identified by the 2012 Joint Mission, was completely resolved since all construction had ceased and nearly all installations are currently located underground (**Photos 4.3.**).

In sum, the objectives of the Amazon Access strategy are to install a control and surveillance point, to process monitoring data and to provide infrastructure to organize the flow of visitors and offer adequate services to them. The activities described above show some of its advances (completion estimated at 75%); however, the actions outlined in the plan are urgently needed in order to avoid a development without control that will cause severe problems in the near future.

Another key issue noted by the mission members is the absence of a secure hiking path along the railway tracks for the tourists that walk to or from Machu Picchu village (the walk lasts around three hours) (**Photo 4.4.**). In this context, the new strategy should also consider the establishment of resting points along the railway tracks. The existing resting points with food stalls are still very ephemeral, but already cause an impact on the visual integrity of the area, when observed from the Wayna Picchu (**Photos 4.5.** and **4.6.**).



**Photo 4.3.** The area where EGEMSA removed its temporary installations (a and b), and the entrance to the underground hydroelectric plant (c).



**Photo 4.4.** Hikers walking along the train tracks (photo taken from the 2012 Joint mission report).



**Photo 4.5.** Railway tracks to the Amazonian Access at the valley of the río Vilcanota seen from the Wayna Picchu. **Photo 4.6.** Incipient developments along the railway tracks to the Amazonian Access.

In the medium and long term, the plan may provide activities to diversify the tourism activities offered, to reduce the pressure of the visitors on the Sanctuary and to increase the general safety for the visitors. The idea of diversification (e.g. ecotourism, archaeological monuments outside the citadel) is welcomed, not only because it takes pressure off of the citadel, which is the main focus of tourism today, but also because it offers an opportunity to highlight values that have not received much attention before, as well as to contextualize the monuments of the citadel with the surrounding landscape and other archaeological remains (e.g. Intihuatana site).

However, it has to be considered that the area being developed also presents natural and cultural values that have to be protected, together with their integrity and authenticity. This fact has to be taken into account when developing the Tourism Regulations (*Reglamento de uso turístico del acceso oeste del SHMPANM*) and the Carrying Capacity and Limits of Acceptable Change (*Estudio de Capacidad de Carga y Límite de Cambio Aceptable del Acceso Oeste del SHM-PANM*). Both documents are foreseen for the second half of 2016 (Formato F-1: Formulación Plan Operativo Institucional 2016).

It is important to integrate the Amazonian Access with the regional vision for the future development of the WHSMP. This integral vision, which emphasises the inclusion of local governments of areas adjoining the site in the creation of a new Biosphere reserve, aims at the integration of the Andean and Amazonian territories, as stated in the WHSMP Master Plan 2015 - 2019. There is, however, cause for concern that the document outlining the TOR for the team drafting the Integral Strategy (a) does not include an archaeologist / anthropologist and (b) mentions that the aim of the strategy is to "identify and establish mechanisms that allow the comprehensive exploitation of the tourism and production potential of the sector, [...]" (translation by the mission team).

#### **4.2.4. Public Use Plan (39 COM 5d)**

The document "*Propuesta de plan de Uso Público del Santuario Histórico de Machu Picchu: 2015–2019*" presents the Plan of Public Use and was presented in one of the meetings of the mission. It was reported by the authorities that the activity is at 75% of completion.

The Plan departs from the assumption that tourism is, and will continue to be, the economic base of the region of the Sanctuary and that it is fundamental to adjust the economic, social and administrative activities to this situation. It assumes that the tourism activities will grow considerably in the planning period, and that it is necessary to organize, regulate and direct the activities to reduce the risks of social conflicts and, especially, negative impacts on the cultural and natural values of the Sanctuary. In this way the plan adopts a general approach of presenting proposals for the enhancement of the activities in the site as well as for assessing the risks associated with the activities.

The Plan must be seen under the perspective of the "New Management Strategy", (see **Item 4.3** below), and interpreted as a first step towards its adoption. Moreover, the Plan was conceived to improve the management efficiency of the property through the enhancement of the existing management subsystems while taking into account the strategy for the increase of visitors, whose activities are the basis of the economic and the supporting social system of the region. More importantly, it provides a series of projects and actions that may increase the efficacy of the Sanctuary's management system in the short and medium term.

However, the Plan does not clearly show how its proposals may impact positively or negatively on the conservation of the main heritage attributes of the Sanctuary and therefore on the OUV of the World Heritage site. In this sense, the plan fixes a list of "objects of conservation"<sup>7</sup>, probably a sub-group of the heritage attributes, but this list is not enough to serve as a reference for evaluating the impact of the proposed uses/activities. In this way, it is impossible to assess the effect of the plan on the sustainability of the economic, social and cultural system of the area, and especially on the long-term maintenance of the OUV as seen from the perspectives of the significance, integrity and authenticity of its attributes.

#### **4.2.5. Carrying capacity studies for the Sanctuary and its components (39 COM 5d)**

Complimentary to the presentation of the Public Use Plan there were short presentations and discussions about: (1) the carrying capacity of the Llaqta and (2) the carrying capacity of the Hiram Bingham road.

##### *The carrying capacity of the Llaqta*

The presentation informed the mission that the study of this carrying capacity was finished but not yet formatted for public presentation. The document presented to the mission was the "Informe no. 114-2015-ECP-CGD-PM-PANM-DDC-CUS/MC" entitled "Informe Especial Aclaratorio sobre el Estudio de Capacidad de Carga y/o Límite de Cambio Aceptable del SHM". The mission also had access to the Power Point presentation entitled: "A Study of Carrying Capacity/ Limits of Acceptable Change in the Historic Sanctuary of Machu Picchu", elaborated by the consultant Dr. Douglas C. Comer

The study is based on four scenarios that work with the estimations of visitors per day: 2,900 (present situation), 3,900; 4,900 and 6,000 approximately. The scenarios were elaborated based on the hypothesis that the maximum number of visitors is determined by the management efficiency of the Llaqta which is related to variables such as: variations on the entry prices according to the period of the day, closure of certain parts of the Llaqta and fixed time periods to be inside the ruins, among others. The document pointed out that the responsible authorities rejected the first two alternatives since most of the recommendations for improving the management capacity have already been implemented. In this context, it was suggested that the number of visitors could be increased to 4,900 or 5,940 per day.

However, it has to be noted that the calculation of the carrying capacity of the Llaqta is exclusively linked to the visitor experience and not in any way to heritage conservation parameters. When centred on conservation, the carrying capacity should take into account the long term effects of more visitors on the site's values and their attributes. Negative effects could be caused by (a) the accelerated growth of lichen on the monuments, which is connected to pollution caused by human presence, transport etc.; (b) the erosion of the site's surfaces; (c) extended periods of movement and noise at the site that impact the natural environment, especially fauna; (d) an increase in solid waste production. It is unclear if a rise in visitor numbers, although manageable in terms of visitor experience, would be compatible with the conservation of the site.

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<sup>7</sup> See the document: *Propuesta de plan de Uso Público del Santuario Histórico de Machu Picchu: 2015–2019, Cuadro 02, p. 13.*

Furthermore, the carrying capacity of the WHSMP should be determined by the most fragile context, which might not be the Llaqta. The study would have to determine the carrying capacity of the entire system with its heritage values while also including all the accesses and tourism installations, 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 is safe for the preservation of both archaeological and natural values.

*The carrying capacity of the Hiram Bingham road*

During the presentation of this subject, the mission members were informed that this study is ready and only needs some adjustments to be officially published. The carrying capacity of the road (**Photo 4.7.**) was estimated on the basis of its geological, hydrological and structural conditions. The only concern regarding the road at the moment is the constant risk of landslides (**Photo 4.8.**). 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 is 24. The estimation recommends from 28 to 30 buses depending on the improvements made to the infrastructural conditions of the road.



**Photo 4.7.** The Hiram Bingham road seen from the Llaqta

However, these numbers have to be examined in the context of the carrying capacity of the entire site, taking into account the heritage values as well as the visitor experience.

The outcome of this study is extremely important for the decision process for the conservation of the Sanctuary since the maximum number of buses establishes a maximum number of visitors to the Llaqta, at least as long as this road is the only access. However, even if it were possible to increase the number of visitors to the site, the carrying capacity of the Llaqta based on conservation considerations should be fully respected.





**Photo 4.8.** Repairs on the side of the Hiram Bingham road after a rockslide

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

The document “*Esquema de Ordenamiento Urbano del distrito de Machu Picchu 2014-2018*” was finished in 2014 and was approved and presented to the Mission. It is an urban master plan associated to a simplified strategic plan.

The main purpose of the Plan is to provide instruments to regulate the type of activities and the intensity of use that can take place in the urban areas. It is a very detailed plan and could provide a good instrument for controlling the urban expansion.

The Plan is composed of a zoning system stratified in levels, the last of them determining the land use and height of the building per block. The limits imposed are from 2 to 4 storeys. The Plan also determines the limits of the urban area. The only way left for the urban expansion is densification of the lots, since there is no free open space for new buildings or public space.

The Plan has an unsolved structural problem to face. Most of the urban area is classified as having high vulnerability to natural accidents. There is no part of the urban area classified as of having low vulnerability. The risk of accidents was clearly perceived by simple visual inspection and had already been noted by several UNESCO missions as well as teams of investigators.

The Plan seems to be lagging behind reality. The Mission conducted a long visit of the urban area and could verify that the limit of 2 to 4 storeys is no longer a viable option in the attempt to control densification. 4 to 6 storey buildings are becoming the rule even reaching 7 to 8 storeys. The desire of the owners to offer an aggregated scenic value to their guests seems to be the motivation behind this accelerated densification. **(Photo 4.9)**



Photo 4.9: Buildings heights and roofs

This rapid transformation has been performed without regard to the natural and cultural attributes recognised by the property's OUV, threatening the harmonic visual integration between human-made structures and their natural environment. The design and the materials of the buildings have not been decided according to harmonic principles to the heritage attributes of the property and therefore cause a strong negative impact on the landscape and do not enhance the qualities that justified the inclusion of the property on the World Heritage List (**Photo 4.10.**). The problem seems to lie in the lack of regulations, orientation and incentives instruments.



Photo 4.10: Building materials and design

The causes of Machu Picchu village's uncontrolled expansion are well known:

- A large increase in the number of visitors demanding services and goods;
- It is the only urban place that can provide services and goods to the tourists;
- A large population growth by immigration;
- Investment in the District is very high (building, services and commerce activities);
- The Municipality has no power to enforce the urban regulation due to the lack of administrative structure and political support.

The uncontrolled densification is certainly increasing the human and heritage vulnerability of the Sanctuary. It also increases the number of potential victims of natural disasters and dramatically threatens the visual attributes of the property and therefore its OUV.





Left - **Photo 4.11:** High building density at the margin of the river. The blocks of stones in the foreground are remains of the recent flood. Right - **Photo 4.12:** Buildings very close to the mountains

The Municipality is well prepared in terms of urban management. It provides: a) well-elaborated studies, projects and plans, b) good urban services (cleaning of public spaces and good drainage) and c) good infrastructure with well-paved and maintained streets and squares and d) good relationship with the citizens.

However, there some urban services that need further improvement such as: a) sewage infrastructure, b) health and educational services, c) relocation of the cemetery as it has exceeded its maximum capacity, d) availability of public space and e) the transportation terminals (train and busses) which are currently precarious and risky for the users.

Also, the Municipality continues, without a contingency plan and emergency infrastructure, to face a high risk of natural accidents that may be catastrophic from the human and the material points of view.

The Municipality of Machu Picchu is assuming many of the costs resulting from the expansion of tourism in the Sanctuary. There is no institutional, administrative and economic/financial system to compensate the economic costs imposed on the local administration.

#### **4.2.7. Regulatory measures and sanctions for violations (37-7a)**

The regulations of the visitors in the Llaqta were approved by the “*Resolución Directoral No. -2014-DDC-CUS/MC que aprueba el reglamento de uso sostenible y visita turística para la conservación de la Llaqta de Machu Picchu*”. It is a quite comprehensive document covering all the important themes related to the visiting process to the Llaqta. It regulates the access to the site, the circuits for visiting, the period and the time of visiting the guiding services and the type of infractions.

However, these regulations refer only to the Llaqta visit and do not give a proposal on the regulations for sustainable use and touristic visit for all the property (including other cultural and natural attributes within its boundaries).

#### **4.2.8. Risk reduction and disaster recovery plan (37-7e)**

In 2014, the Ministry of Culture and the Ministry of the Environment elaborated 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.

The Plan is well elaborated covering all the aspects related to the prevention of risks in the area of the Sanctuary, including the urban area of the Machu Picchu village. This is important because it is in the village where the most important risks, with the possibility of loss of human lives, can be observed. However, the plan does not present recommendations concerning actions to be carried out in order to face the identified risks.

#### **4.3. Review of the outline of the New Management Strategy**

The "New Management Strategy" is briefly exposed in the document *"Ayuda Memoria - Machu Picchu: apuntes conceptuales para el levantamiento de observaciones de UNESCO - nuevo modelo de gestión para Machu Picchu – conceptualización"*. Basically, it presents the vision of a new "tourism system", much larger than the one existing nowadays, covering a vast territory. Its proposals are multiple and can be summarized as follows:

- Create new mobility infrastructure to increase the number of visitors to the Sanctuary (roads, bridge and international airport);
- Increase the supply of touristic attractions linking them conceptually and physically to different archaeological and natural sites;
- Develop urban infrastructure in the nearby urban centres close to the Sanctuary (e.g. Santa Teresa) to act as buffers to the crowded Urban District of Machu Picchu village;
- Build a new visitor centre close to the Llaqta with facilities for the visitors (Puerta 1);
- Create a new access to the Llaqta (Puerta 2) with a second visitor centre;
- Develop an efficient management system of the new tourism system.

This Strategy has the explicit objective of increasing the flow of tourists to the region and the Sanctuary. This is justified by the endorsement of a more efficient management system, organized on the basis of decentralization, creation of new attractions and better infrastructure, which would reduce the impacts on the heritage attributes of the Sanctuary, especially in the Llaqta. This "New Strategy" was debated during the meetings; however, at several points of the discussion it became clear that it was still in a development phase. The following elements are linked to the "new strategy", some of which have already been explored in more detail:

##### **4.3.1. Visitor Centre**

There is a preliminary project of the new visitor centre. It is still in the phase of definitions of its components and construction sites. It is a very important project because it will function as the main buffer to avoid overcrowded entrance and exit of the Llaqta and will help to diversify the flow of visitors, directing it to other attractions and activities inside the Sanctuary. This will reduce the congestion at the entrance of the Llaqta and help to manage the flow of visitors in the ruins.

Another important feature is the relocation of the bus terminal to its proximity, which would contribute to eliminate the congestion problems of people and vehicles in the Machu Picchu urban area since the project of the "*Alameda de las Maravillas*" is implemented in an integrated way with the visitors centre.

The design and building materials of the centre are harmonic to the heritage attributes of the area and functional to its purpose.

#### 4.3.2. Exit ramp

During the Mission visit to the Llaqta, the new solution for the "exit ramp" for the visitors was presented. This ramp will solve the problem of a "bottleneck" at the entrance/exit of the Sanctuary, where the entering and exiting flows of tourists met (**Photos 4.13.** and **4.14**). The solution was developed by the local team and takes into account the visual and physical integrity of the property, as well as the safety of the visitors. Extensive geotechnical studies have preceded the construction, which has begun but is not yet complete.

While the use of natural building materials that blend in with the surroundings of the property (**Photos 4.14**) is commendable as well as the techniques used, it has to be possible for the visitors to distinguish between the original prehispanic constructions, and the new infrastructure.



**Photo 4.13.** The entrance / exit area of the Llaqta with the new exit ramp (marked with a red arrow).



Photo 4.15. The entrance (left) and the new exit ramp (right).

#### 4.3.3. Alameda de las Maravillas

The project "Alameda de las Maravillas" is briefly presented in the document drafted by the Ministry of Culture "*Proyecto: Alameda de las siete maravillas. Mejoramiento de defensas fluviales, pavimentación y espacios públicos, Machu Picchu Pueblo, Provincia Urubamba, Región Cusco. Memoria, Elaborado por: Arq. Michelle Llona R, CAP 11366, 15 abril de 2015*". The project was also mentioned to the members of the Mission during the visit to the Sanctuary.

This is a project of a road and a walkway to link the Machu Picchu Village to the new visitor centre. Its objective is to: a) create a better linkage between the village and the visitor centre b) provide more entertainment/cultural services to visitors and c) occupy a track of land that is not suitable for urban expansion.

It is a complementary project to the Visitor Centre that benefits the village and the Liaqta and reduces the risks to the visitors because it provides a better infrastructure for the vehicles and pedestrians that use the road.

#### 4.3.4. Transportation – Alternative solutions (airports and others)

The authorities and the participants of the meeting made recurrent reference to new transportation infrastructure in the region to increase the mobility capacity "in and out" of the Sanctuary. The main elements are: 1) an international airport close to the Sacred Valley and 2) regional roads and additional constructions, such as a bridge.

There is strong expectation generated by these projects among the main stakeholders associated with the Sanctuary. These projects, after conclusion, will favour the increase of

the number of visitors to the Cusco region and especially the Sanctuary. Therefore it is necessary to carefully follow the planned developments and assess/evaluate the consequences which these plans may have for the attributes and the OUV of the Sanctuary.

What is very clear, in the documentation presented and discussed during the Mission, is that these projects are being considered important inputs to the implementation of the "New Management Strategy" (item 4.3, above) that will stimulate the changes in the tourism/conservation system of the Sanctuary and the region. An international airport in the direct vicinity of the World Heritage site will most probably increase the affluence of tourists. It is absolutely essential for the survival of the property and its OUV that the carrying capacities of all the steps of the tourism circuit are known and agreed upon before the number of tourists starts increasing. Careful development planning has to prepare the region for the future increase in tourism. The mission had no access to official documents on this and further information shall be requested from the State Party.

#### **4.3.5. Overall (current) situation of Machu Picchu Village**

*The infrastructure and urban parameters*

(See item 4.2.6 above)

*Transportation*

There are some serious unsolved transportation problems in the village.

The first aspect is the access to the village from outside the Sanctuary. The only transport is the railway and any blockage of the system isolates the village completely. It may be the cause of dangerous threats in terms of human and economic risks as it was observed in the recent past.

The second aspect is the transportation of goods inside the village. There is no infrastructure inside the railway installations to make safe transshipment of goods. This activity happens simultaneously and in the same space for the movement of the passengers.



**Photo 4.15.** Transportation of goods inside the village

### *Health and sanitary services*

Health services provided in the village are very scarce. There is only one health centre, in precarious conditions, without the necessary equipment to attend people in need.

The sanitary conditions are good inside the urban area. There are good drainage, water supply and sewage systems working. However, there is no treatment of the dirt waters, and the sewage is launched directly in the river after simple process of decantation.

The entire sanitary system needs a reform because it reached its full operational capacity due to the large increase of the building densification.

### *Solid waste management*

The solid waste management is a very well performed activity in the village. The streets and roads are kept clean by an efficient system based on street sweepers. The waste is transported to a processing unit where it is separated by type and packed for transportation to a recycling plant. The organic waste is processed for use inside the Sanctuary but no information was provided about the destination and the exact use of the waste products.

### *Disaster Risk Management and Contingency Plans*

All the urban area of the Machu Picchu village is considered at risk of severe natural disasters. The only instruments to face the risks are: (1) the "*Plan de Prevención y Reducción del Riesgo de Desastres del Distrito de Machu Picchu, Provincia de Urubamba Departamento del Cusco*" that is a good analytical document and (2) the flyer "Huayco" that provides brief orientation for searching shelter in case of severe floods and mudslides.

Both instruments are not enough to guide the local authorities, visitors and residents in case of severe disasters. The Municipality has not contingency plan or a risk management plan that could provide guidelines and determine prevention and mitigation actions in short, medium or long terms.

## **4.4. Observations on the conservation of the OUV attributes**

The complexity of the Machu Picchu site makes the assessment of the OUV attributes a difficult but an important task. The topics below are a brief analysis of conservation issues concerning the sites OUVs and their attributes that could be observed by the mission.

### **4.4.1. Scenic view from the Machu Picchu village**

The intense building densification of the Machu Picchu Village is transforming radically the landscape of this part of the site. Practically, the original scenes of the canyons, mountains and rivers can only be appreciated from the outskirts of the village. Inside the urban area the viewer may observe only the tops of the mountains. The rivers can only be seen from the bridges or from the windows of the buildings on their banks.



**Photo 4.16.** Scenic views at Machu Picchu village

#### **4.4.2. Integration of the man-made artefacts and nature in the Machu Picchu village**

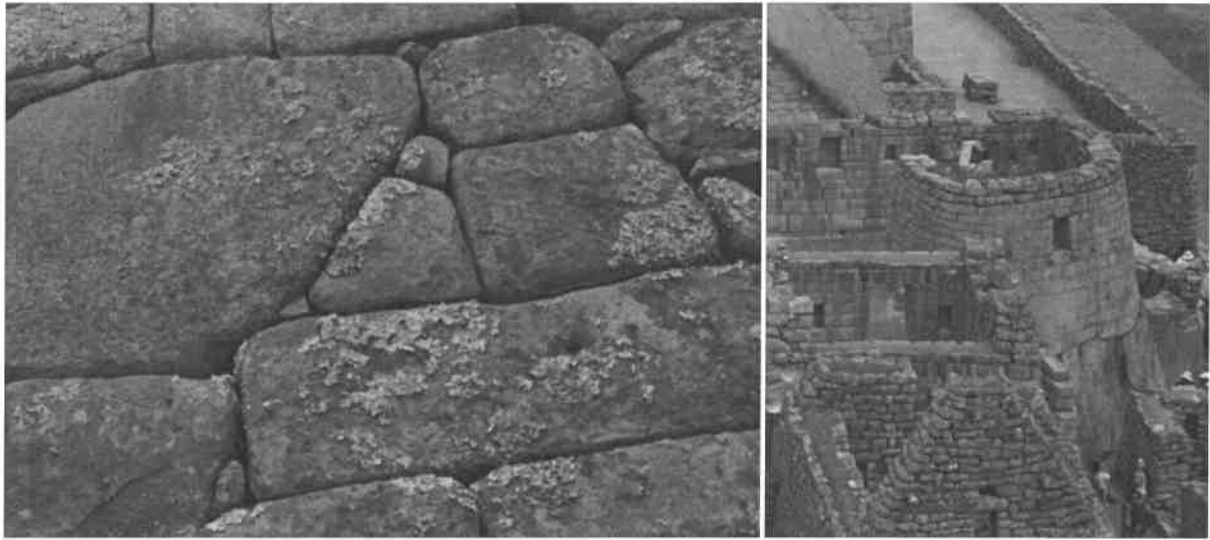
The integration is practically inexistent. The buildings were constructed without consideration to traditional designs and materials or allusions to the scenic view of the natural context.

#### **4.4.3. Regulatory measures and sanctions for violations**

From the point of view of the visitors, it would be advisable if they could be gathered in a single document that could provide the information about the all the regulatory measures and sanctions for violations in relation to the all-important attributes of the Sanctuary. This document should be accessible to the visitors in a clear and synthetic format.

#### **4.4.4. Biological impact on the building of the Llaqta**

There was some concern regarding the impact on the authenticity and integrity of the site caused by the removal of lichens from some of the monuments at the citadel, particularly the Templo del Sol or Torreón and the Three-windowed temple. The perceived threat to the authenticity was due to the impact of the cleaning process on the original material, as well as the changed perception of the site as a result of a whitening effect. It was also mentioned that the intervention removed the patina that allowed a stratigraphic perception of the different time periods of the site and the 20th century interventions.



To the left **photo 4.17**. Different types of lichen on the walls of Machu Picchu. To the right: **photo 4.18**. Templo del Sol o Torrenón, January 2016.

After talking to the local experts and carefully considering the critical observations, the mission members came to the conclusion that the cleaning is necessary and does not pose an immediate threat to the conditions of authenticity and integrity of the site. This is due to the fact that:

(a) Analysis of the lichen on stone (**Photo 4.17.**) has shown that the organisms promote biogeophysical and biogeochemical weathering. This is reported by local experts specifically for Machu Picchu (Huallparimachi 2013) and by other investigators in more general terms (e.g. Zambella *et al.* 2012; Wierzchos and Ascaso 1996).

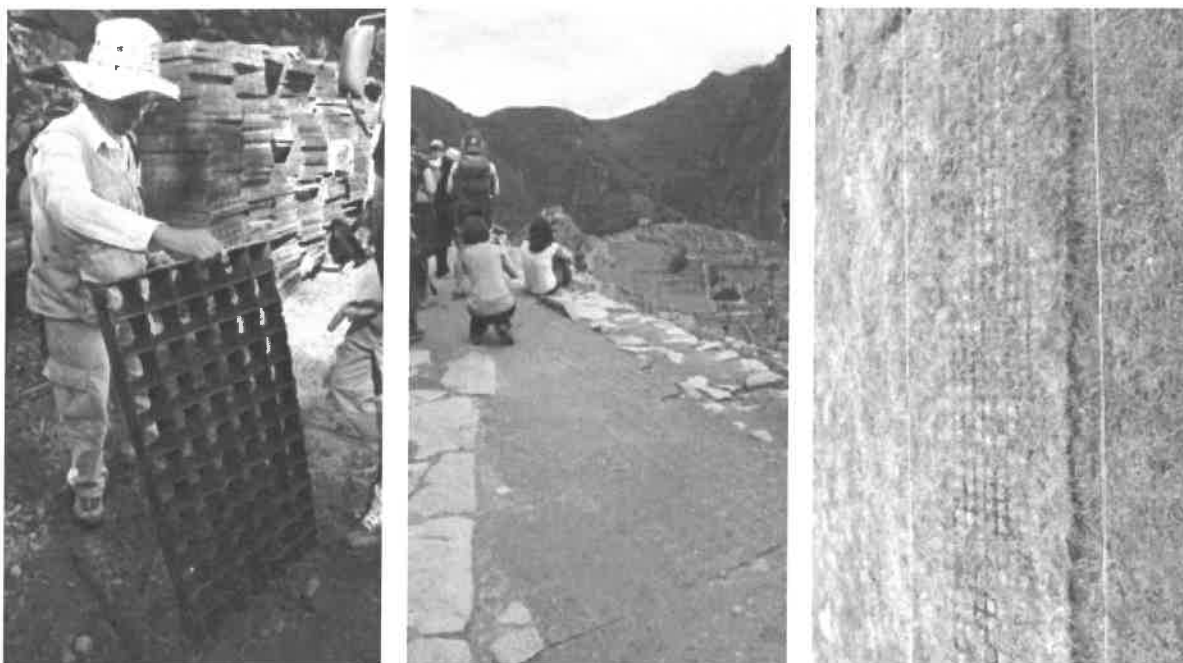
(b) The whitening effect was not seen by the mission members as changing the perception of the site (**Photo 4.18.**). The mentioned monuments stand out because of their architectural characteristics, including the form, size and smooth surface of the stones used in their construction, rather than the colour.

(c) In order to have a realistic stratigraphic perception based on the patina / lichen cover, the visitors would need a detailed history of past cleaning and conservation efforts.

(d) Medium and long-term climatic changes as well as environmental and direct contamination seem to permit the colonization of the monuments by species that were previously restricted to higher altitudes and to accelerate the colonization of the monuments (DDC-Cuzco s/f, p. 42)., forcing conservation efforts to take new directions.

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 identify the best medium and long term solutions.





**Photo 4.19.** Cellular confinement system to avoid soil erosion and different uses

Furthermore, 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. It is used in areas with high tourist densities in order to reduce the loss of soil (**Photo 4.19.**). The stabilizing effect is further strengthened by applying a liquid dust suppressant and erosion control agent (CONSOLID 444 and SOLIDRY). The chemicals were tested for their toxicity and are considered non-toxic.

The medium and long term effects of these measures on the monuments and on the local flora and fauna will have to be studied in detail through careful monitoring of the results.<sup>8</sup>

#### **4.5. Sustainability of the OUV – General comments on future scenarios**

In the property's SOUV adopted by the Committee, the State Party mentions the possibility to improve the integrity of the natural and cultural value system by including "the lower courses of the Urubamba River and the sites of Pisac and Ollantaytambo in the 'Valley of the Gods'", as already mentioned in the Committee decision at the time of the inscription of the site.

The New Management Strategy developed for the property (see 4.3. Review of the New Management Strategy) also points in the direction of including further elements by expanding the protection of the site (i.e. through the creation of a Biosphere reserve) in order to secure the conservation, as well as promote the best possible expression of the site's OUVs.

The more integral approach expressed in the New Management Strategy, together with the refocusing of tourism attention on aspects outside the citadel has the advantage of (a) Transmitting an image of Machupicchu that better represents the diversity of values the site has to offer, and (b) potentially reducing the pressure on the main tourism "hotspots" (e.g. the Llaqta and Machu Picchu village).

<sup>8</sup> The bibliography is available in Annex VI

However, these advantages will only come to bear if the region is developed with a clear medium to long-term vision, focused on conservation and sustainability, with the World Heritage OUVs at the centre.

The development of Machu Picchu village is the example to avoid: in order to accommodate and take short term economic advantage of an ever rising tide of tourists, very basic concepts of safety and sustainability were ignored, leading to a condition that is untenable. The situation in surrounding villages, which could serve to diversify the tourism offer, will go in the same direction if the development is not carefully planned and regulated before the access to the area is facilitated (e.g. construction of a new international airport, tourism numbers doubled, etc.). It is still unclear how the region will be able to absorb the foreseen number of tourists. No urban development plans for Santa Teresa or Ollantaytambo, to name only two possible locations for such a development, have been presented. Moreover, many of the locations in the Valley of Gods have heritage values which should also be protected.

This is also true for the Sanctuary itself which carrying capacity is currently being evaluated; a potential increase in the number of visitors by the improvement of the Hiram Bingham road should not alter the actual capacity of the site to adequately manage tourism in the Llaqta, taking into account the heritage values protection as well as the visitor experience.



**Photo 4.20.** Visitor density at advantage point in Machu Picchu.

While good efforts are being made to regulate the access to the Llaqta and the flow of tourists therein (e.g. the new visitor centre), further discussion will be necessary concerning the "streamlining" of the visit in order to allow more visitors per day. Apart from conservation concerns (e.g. erosion of the paths and stairways, contamination and wear of the stone surfaces) that have not been addressed by any of the efforts to calculate a carrying capacity for the site, it has to be investigated to what degree the constant presence of large groups of tourists is compatible with the sacred character of the site and its sense of place. Increasing the number of tourists too far will also result in quality reduction of the visitor experience (**Photo 4.20.**).

## **5. CONCLUSIONS AND RECOMMENDATIONS**

### **5.1 Summary of findings**

Regarding the state of conservation of the property, the mission noted that the citadel of Machu Picchu itself fully maintains the attributes sustaining its Outstanding Universal Value and that no immediate threats to its state of conservation were evident. However, it was agreed that there were numerous pending actions, mainly concerning Machu Picchu village and the overall management of the property, which could lead to future impacts on the citadel if not solved in a sustainable manner.

The mission also noted the institutional commitment at all levels for the conservation and management of the property, reflected by numerous actions. However, many of these actions are still lacking communication, integration or coordination. In this sense, the mission accentuated the importance of interinstitutional coordination and cooperation, in order to appropriately implement the requests of the Committee.

The mission team further observed that the Peruvian society is willing to cooperate with the planning efforts, in defence of one of their most precious heritage sites that defines Peruvian identity.

#### **5.1.1. High-level Interinstitutional Commitment**

The Mission observed very important inter-institutional commitments of Ministries, Regional and Local Governments and other partner institutions to improve the efficacy and efficiency of the heritage conservation management system of the Sanctuary and to promote sustainable development in the region. It is also important to highlight the authorities' commitment to include other social agents, especially from the private sector and the civil society, in the management system of the property.

#### **5.1.2. Approval of Strategy document: Decision 39 COM 7B.36**

In order to ensure a proper monitoring of the numerous actions requested by the Committee, during the workshop the mission proposed an instrument to allow all stakeholders to fully follow the progress of the specific measures requested in the Committee's decisions.

The document Strategy approved proposes a work plan, in line with the recommendations of Decision 39 COM 7B.39 and contains the following sections: (i) actions implemented by the State Party, (ii) the institutions responsible of their execution, (iii) percentage of implementation, (iv) estimated finalisation date and (v) final calendar of implementation defined by the State Party during the mission. This commitment has been reaffirmed by subsequent correspondence from the Ministry of Culture to the World Heritage Centre.

## 5.2 Recommendations for additional actions to be taken by the State Party

### 5.2.1. Integral conservation and “New Management Strategy” for the property

Most of the recent strategy documents focus to a large degree on tourism, visitor experience and the possibilities to increase the number of visitors at the site. While tourism brings with it many opportunities for positive local development, the safety of visitors and local population, the heritage values and the long term sustainability of the development should always be the guide for action.

While the vision of the updated Master Plan and Public Use Plan for the property has focused on ensuring the sustainability of the property’s OUV the mission considers that the “New Management Strategy” under development could go further in this endeavour.

The mission considers that this Strategy should:

28. **Consider the attributes identified in the property’s OUV**, reason for which the property was inscribed on the World Heritage List, as the main reference for the development of studies, plans and projects giving particularly attention to their vulnerability.
29. **Socialize the “New Management Strategy”** for Machu Picchu with all stakeholders, particularly the UGM, the civil society and other concerned private partners.
30. **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 its effectiveness and streamline decision making processes.
31. Evaluate the overall conservation status of the site using the officially adopted **management effectiveness assessment methodologies**<sup>9</sup> during the implementation of the updated Master Plan, to further complete the governance analysis presented by the State Party,
32. Consider the integration of all monitoring activities currently in place into “**one unified monitoring system**” for the overall property to timely identify and address potential threats in neuralgic areas within the property.
33. Prepare **local development plans** (e.g. for Santa Teresa) that have to be linked and coordinated with a regional planning process.
34. **Update the carrying capacity studies** recently elaborated by further including heritage and conservation values as well as visitor safety and prioritising them over visitor experience values.
35. 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.

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<sup>9</sup> Detailed in chapter 4.2.2 of this document

36. Submit detailed information on the projects for **transportation infrastructure** in the region (e.g. Chinchero International Airport, Quillabamba Aerodrome, etc.) in order to enable the evaluation of their possible impacts on the WHSMP.
37. Continue the existing **archaeological research**, which includes, but is not limited to, detailed registration and documentation of the property (3D scans, etc.).
38. Closely **monitor the results of the conservation measures** currently put in place at the Llaqta in order to understand their long term effects.
39. Ensure that visitors are able to **differentiate between new infrastructures** and pre-Hispanic constructions at the site (e.g. the new exit ramp).
40. Integrate the **ecotourism options** proposed during this mission into the sustainable tourism strategy, in order to regulate them accordingly.

### **5.2.2. Comprehensive strategy for the Historic Sanctuary of Machu Picchu accesses**

The “New Management Strategy” for the property proposes an increase in the number of tourists in the region, together with a better management of the existent accesses to the Llaqta in order to avoid problems connected to the augmented flow of tourists. However several issues related to infrastructure, services, safety measures, among others, must be solved before starting a new phase of expansion of the number of visitors.

The mission considers that this Strategy should:

41. Adopt an **incremental approach** in the development and implementation of the “New Management Strategy” especially concerning the access to the Sanctuary.
42. **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.
43. **Reinforce the archaeological aspects** addressed in the *Integral Strategy for the Amazon Access* and focus on conservation issues rather than on tourism development.
44. Consider the development of an integrated management system together with the **Railway Company** in order to better control the tourism flow to the Sanctuary.

### **5.2.3. Comprehensive Urban Planning**

The increase of the tourist flow proposed by the “New Management Strategy” implies the intensification of the existent urban pressures to both Machu Picchu village and Santa Teresa village.

In this context, the mission considers important that both villages pass through a strategic planning process in order to determine the goals and aspirations of the citizens and tourists in terms of community development for the former, and the services infrastructure for the latter. This Plan should give a holistic response to public policy in terms of transportation,

infrastructure, land use and waste management in order to answer to the large demands of the “new strategy” for the property.

45. Urgently consider the development of other **alternatives to Machu Picchu village**, regarding 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.
46. Start **immediate studies about the identified alternatives** and implications of the transference of activities and urban functions from Machu Picchu Village.
47. Develop an **institutional agreement** between the national, regional and local authorities to enforce the urban regulations proposed and approved by the "Urban Zoning Scheme for Machu Picchu Village" (Esquema de Ordenamiento Urbano de Machupicchu, EOU-M) and provide additional resources (financial, material and human) for the investment needed to improve the urban conditions of the village and strengthen its local management capacity.
48. **Enforce the urban regulations** determined by the “Urban Zoning Scheme for Machu Picchu Village” and reverse the abusive increase of the number of storeys of the buildings surpassing the legal limits and the construction in high-risk areas.
49. Develop and put in place as a matter of urgency a **management structure** to ensure the enforcement of the urban regulations.
50. **Consider the development of an awareness raising project** focused on the use of traditional techniques in constructions to mitigate negative visual impacts in Machu Picchu village and Santa Teresa village.
51. Develop, as a matter of urgency, **risk reduction measures, contingency plans and disasters rescue plans** for Machu Picchu village.
52. 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.
53. Develop a **feasibility study for the development of Santa Teresa village** as an alternative for Machu Picchu village, before starting the construction of a direct connection (either by road or railway) with Machu Picchu village.
54. Initiate the development of urban infrastructure and services in the **Santa Teresa Village** to accommodate the flow of visitors coming from the Amazonian Access, as mentioned by the State Party during the mission.

## 6. ANNEXES

### Annex I: Terms of reference

**WHC/ ICOMOS/ IUCN/ ICCROM Advisory mission to the  
Historic Sanctuary of Machu Picchu (Peru) (M274)  
(Dates: 2-6 December 2015)**

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), the Advisory mission shall:

1. Undertake structured consultations and discussions with the national and local authorities to develop an understanding of:
  - a. What obstacles have so far prevented adequate progress being made in addressing the challenges and threats facing the property – in spite of a clear Action plan, many missions and clear guidance by the Committee;
  - b. How these obstacles might be overcome;
  - c. How a more effective and robust over-arching management structure might be put in place that has the capacity to draw stakeholders together in a concerted way and avoids a piecemeal approach to management;
  - d. How momentum might be fostered that could lead the property towards a sustainable outcome.
2. Also consult and discuss with national and local authorities to assess the **concrete progress and actions** made by the State Party in the implementation of the specific recommendations made by the World Heritage Committee at its 36th, 37th and 39th sessions and to seek finalization of pending actions, with particular focus on the following aspects:
  - a. Harmonization of legislative frameworks and governance arrangements for the property,
  - b. Development of a comprehensive strategy for the Western Access,
  - c. Management Effectiveness Assessment in the framework of the approval process of the Management Plan,
  - d. Public Use Plan, undertaken 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,
  - e. Urban Plan Scheme for Machu Picchu Village;
3. Agree with the State Party during the mission on the most urgent actions needed to be implemented for both immediate and longer term improvements to the overall management approaches to the property, in order to increase the pace of progress in addressing the outstanding recommendations of the Committee;;
4. Agree an updated timetable for the deadlines set out by the Committee in **Decision 37 COM 7B.35**

The mission will prepare a concise joint WHC/ICOMOS/ICCROM/IUCN mission report no later than 2 months after the end of the mission.

## Annex II: Itinerary and programme

### ADVISORY MISSION TO THE HISTORIC SANCTUARY OF MACHU PICCHU

As follow-up of Decision 39 COM 7B.36

(Cusco, 26-30 January 2016)

#### Day 0: Preliminary meeting (10:00 – 12:00) – 26 January

##### 10:00-11:00 Meeting with the Ministries in charge of the protection of the property

- *Ministry of Culture*
- *Ministry of Environment*
- *Ministry of Foreign Commerce and Tourism*
- *Ministry of Tourism and transportation*
- *Regional Government of Cuzco*
- *Mayor of Urubamba province*
- *Mayor of Machu Picchu District*
- *UNESCO – World Heritage Centre representative*
- *ICOMOS International representative*
- *ICCROM representative*
- *IUCN representative*

12:00-14:00 LUNCH

##### 14:00-onwards Departure to Cusco

#### Day 1: Workshop – session 1 (9:00 – 17:30) – 27 January

##### 9:00-9:45 Opening ceremony

*Welcome and opening by the Vice-Minister of Cultural Heritage and Industries / MC*

*Welcome by the Decentralized Directorate of Culture in Cusco Director /MC*

*Welcome by the SERNANP/MA representative*

*Welcome by the Natural Resources Manager of the Regional Government of Cuzco*

*Mayor of the Provincial Municipality of Urubamba*

*Mayor of the District Municipality of Machu Picchu*

9:45-10:00 COFFEE BREAK



### INTRODUCTION SESSION

<b>9:55-10:20</b>	<b>Presentation of the workshop's objectives and methodology</b>
9:55-10:20	UNESCO – World Heritage Centre
<b>10:20-10:50</b>	<b>Advisory Bodies presentations</b>
10h20-10h30	ICOMOS
10h30-10h40	ICCROM
10h40-10h50	IUCN
<b>10:50-11:00</b>	<b>Presentation by the Vice-Minister of Cultural Heritage and Industries / MC</b>
10:50-11:00	Current management of the property

#### DISCUSSION ON THE ACTIONS REQUESTED BY DECISION 39 COM 7B.36

<b>11:00-12:30</b>	<b>5A: Harmonisation of legislative frameworks and strengthening of governance arrangements for the property (1h30')</b>
11h00-11h15	Identification of the obstacles and challenges acknowledged ( <i>by Peru</i> )
11h15-11h45	Identification of the ongoing and upcoming actions: ( <i>by Peru</i> )
	<ul style="list-style-type: none"> <li>a) <i>Reinforcement of the UGM</i></li> <li>b) <i>Harmonisation study results</i></li> </ul>
11h45-12h15	General discussion and recommendations ( <i>Peru &amp; AB</i> )
12h15-12h30	Adoption of a work plan including deadlines and responsible ( <i>Moderator</i> )
<b>12:30-14:30</b>	<b>LUNCH</b>
<b>14:30-16:00</b>	<b>5B: Development of a comprehensive strategy for the Western Access (1h30')</b>
14h30-14h45	Identification of the obstacles and challenges acknowledged ( <i>by Peru</i> )
14h45-15h15	Identification of the ongoing and upcoming actions: ( <i>by Peru</i> )
	<ul style="list-style-type: none"> <li>a) <i>Site Plan for the Intiwatana sector</i></li> <li>b) <i>Control and security module</i></li> <li>c) <i>Visitor centre</i></li> </ul>
15h15-15h45	General discussion and recommendations ( <i>Peru &amp; AB</i> )
15h45-16h00	Adoption of a work plan including deadlines and responsible ( <i>Moderator</i> )
<b>16:00-16:15</b>	<b>COFFEE BREAK</b>
<b>16:15-17:30</b>	<b>5C: Management Effectiveness Assessment (Management Plan) (1h15')</b>
16h15-16h30	Identification of the obstacles and challenges acknowledged ( <i>by Peru</i> )
16h30-16h45	Identification of the ongoing and upcoming actions: ( <i>by Peru</i> )
	<ul style="list-style-type: none"> <li>a) <i>Effectiveness Assessment in the framework of the approval of the Management Plan</i></li> </ul>
16h45-17h15	General discussion and recommendations ( <i>Peru &amp; AB</i> )
17h15-17h30	Adoption of a work plan including deadlines and responsible ( <i>Moderator</i> )

<b>Day 2:</b>	<b>Workshop – session 2 (9:00 – 17:00)</b>
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<b>9:00-10:00</b>	<b>Sum-up from day 1 session</b>
<b>10:00-12:00</b>	<b>5D: Finalisation of the Public Use Plan and definition of the carrying capacity for the Sanctuary and its components, and Machu Picchu Village (2h)</b>
10h00-10h15	Identification of the obstacles and challenges acknowledged ( <i>by Peru</i> )
10h15-11h15	Identification of the ongoing and upcoming actions: ( <i>by Peru</i> )
	<ul style="list-style-type: none"> <li>a) <i>Finalisation of the Public Use Plan</i></li> <li>b) <i>Project for the expansion of the Hydroelectric Plant</i></li> <li>c) <i>Exit ramp - Llaqta Machu Picchu</i></li> <li>d) <i>Carrying Capacity- Llaqta MP, Network of Inca Trails &amp; Hiram Bingham Highway</i></li> </ul>

	e) <i>Open call for the “architectural ideas competition” to improve the management and public services</i>
	f) <i>Other projects</i>
11h15-11h45	General discussion and recommendations ( <i>Peru &amp; AB</i> )
11h45-12h00	Adoption of a work plan including deadlines and responsible ( <i>Moderator</i> )
<b>12:00-14:00</b>	<b>LUNCH</b>
<b>14:00-15:15</b>	<b>5E: Finalisation of the Urban Plan Scheme for Machu Picchu Village (1h15')</b>
14h00-14h15	Identification of the obstacles and challenges acknowledged ( <i>by Peru</i> )
14h15-14h30	Identification of the ongoing and upcoming actions: ( <i>by Peru</i> )
	a) <i>Final approval of the Urban Scheme for Machu Picchu Village</i>
14h30-15h00	General discussion and recommendations ( <i>Peru &amp; AB</i> )
15h00-15h15	Adoption of a work plan including deadlines and responsible ( <i>Moderator</i> )
<b>15:15-15:30</b>	<b>COFFEE BREAK</b>
<b>15:30-16:00</b>	<b>Recommendations</b>
	<i>(by the Advisory Bodies)</i>
<b>16:00-16:30</b>	<b>Conclusions</b>
<b>16:30-17:00</b>	<b>Presentation of field visit to Machu Picchu</b>
<b>18:00</b>	<b>Depart to Machu Picchu</b>

<b>Day 3:</b>	<b>Field visit: Machu Picchu (10:00 – 16:30) – 29 January</b>
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Description in situ of the foreseen projects

<b>10:00-12:30</b>	<b>Field visit: session 1</b>
	a) <u>Carrying Capacity- Llaqta MP, Network of Inca Trails &amp; Hiram Bingham Highway</u>
	b) <u>Visitor's Centre</u>
	c) <i>Exit ramp - Llaqta Machu Picchu</i>
<b>12:30-14:00</b>	<b>LUNCH</b>
<b>14:00-16:30</b>	<b>Field visit: session 2</b>
	d) <i>Strategy for the Western Access: Site Plan Intiwatana sector: Visitor centre and security module, EGEMSA terrain – KM122</i>
	e) <i>Open call for the “architectural ideas competition” to improve the management and public services</i>
	f) <i>Project for the expansion of the Hydroelectric Plant</i>
	g) <i>Others: Techno-morphology studies</i>
	<i>Archaeological research studies</i>
	<i>Conservation and management studies for the Llaqta</i>

**Day 4: Workshop – session 3 in Machu Picchu (9:00 – 12:30) – 30 January**

**UGM SESSION: TECHNICAL COMMITTEE**

9:00-10:00 Final presentation of the national authorities  
10:00-11:00 Final presentation of the Advisory Bodies  
11:00-12:00 Final adoption of strategy for the implementation of the actions requested by  
Decision 39 COM 7B.36  
Work plan including specific calendar for each action and responsible

12:00-12:30 Closure

12:30-14:00 LUNCH

14:00-onwards Departure to Cuzco

**Day 5: Return – 31 January**

Return of the experts to 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

Paula Bueno Martínez.

#### **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**

Mrs Diana Alvarez Calderón, Minister of Culture,

Mrs Magali Silva Velarde-Alvarez, Minister of Foreign Commerce and Tourism;

Mr. Manuel Pulgar-Vidal, Minister of Environment

Mr José Gallardo Ku, Minister of Transport and Communications

Mr Juan Pablo de la Puente Brunke, Vice-minister for Cultural heritage and Cultural Industries from the Ministry of Culture

Mr. Pedro Gamboa Moquillaza, Manager of the SERNANP

Mr. Jose Manuel Rodriguez Cobos, Ambassador from the Permanente Delegation of Peru to UNESCO.

Ms. Ana Maria Hoyle, General Director of Cultural Heritage at the Ministry of Culture

Mr. Daniel Maraví Vega Centro, Director of the Decentralised Direction of Culture in Cuzco;

Mr Fernando Astete, Manager of the Machu Picchu National Archaeological Park

Mr. Jose Carlos Nieto (DDC-Cuzco), Manager of the Historic Sanctuary of Machu Picchu (SERNANP)

Mr. Marcos Pastor Rozas, SERNANP consultant

Mr. Ernesto García Calderón, DDC-Cuzco consultant

### **Regional and local authorities**

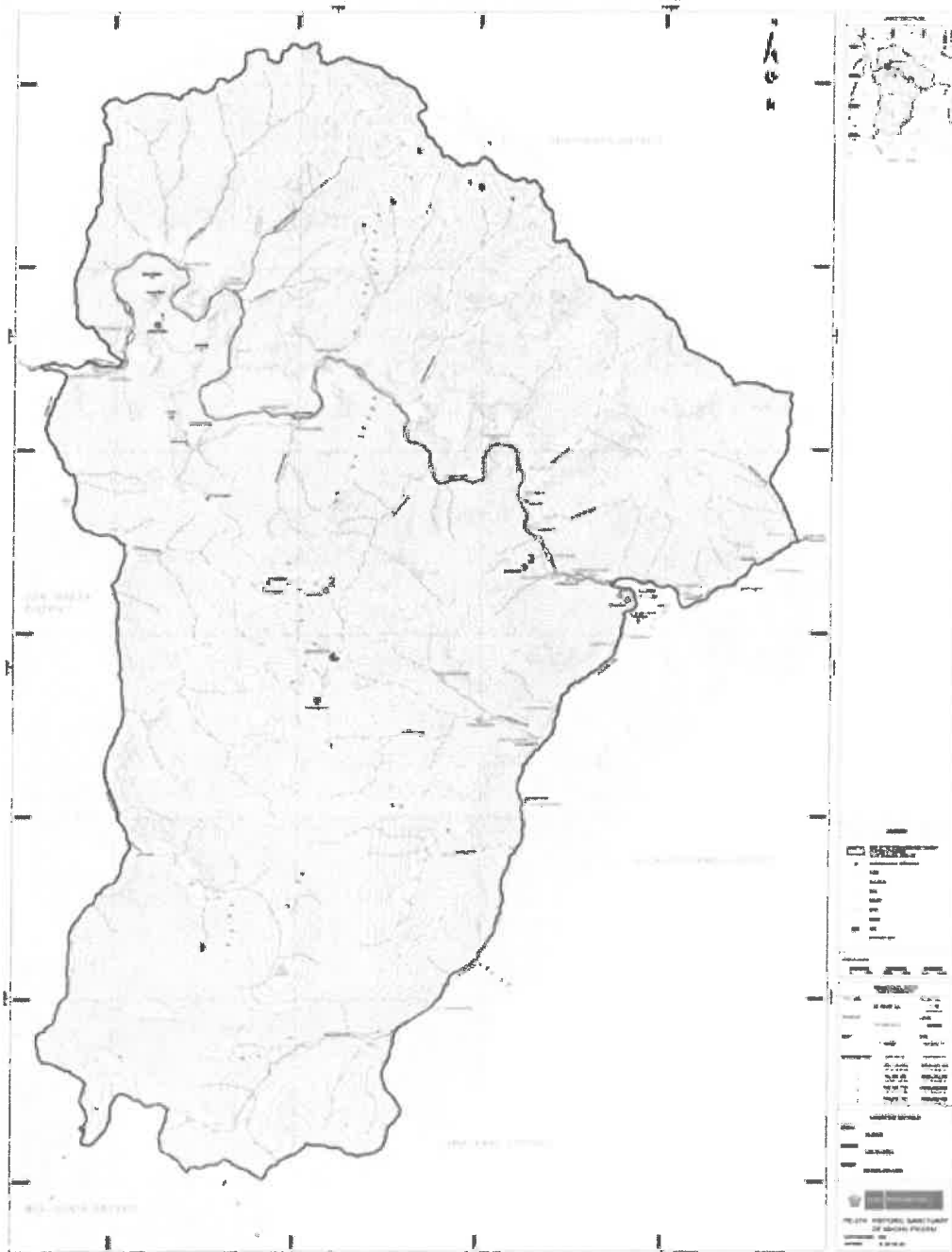
Mr Edwin Licona Licona, Regional Governor of Cuzco

Mr Humberto Huamán Auccapuma, Major of the Urubamba Province

Mr David Gayoso García, Major of Machu Picchu pueblo District.

**Annex V: Maps**

**HISTORIC SANCTUARY OF MACHU PICCHU**



Actual boundaries of the property

## Annex VI: Strategy project

# HISTORIC SANCTUARY OF MACHU PICCHU (Peru)

## STRATEGY PROJECT

*As follow-up of 39COM 7B.36*

Adopted during the Technical Advisory Mission UNESCO/ ICOMOS/ IUCN/ ICCROM held in Cusco from 26 to 30 January 2016

### I. Generalities

- Property inscribed on the World Heritage List in 1983.
- **Factors affecting the property** identified in previous reports:
  - Delays in reviewing the Master Plan and developing detailed yearly operational plans, and inadequate budgetary support for effective implementation;
  - No evaluation of transport options, related geological studies, or the impact of bus traffic on increasing the risk of landslides;
  - Lack of impact studies related to the carrying capacity of the Citadel and Inca Trail;
  - Delays in the development and implementation of a public use plan;
  - Delays in implementing urban planning and control measures for Machu Picchu Village, the main point of entry to the property, which has impacted on the visual values of the property;
  - Lack of risk management plans related to natural disasters;
  - Inadequate governance arrangements including lack of adequate coordination of activities between different institutions and stakeholders involved in site management;
- A WHC/ICOMOS/IUCN technical advisory mission was carried out on May 2012.
- As follow-up of **Decision 37 COM 7B.35**, adopted by the World Heritage Committee at its 37th session (Phnom Penh, 2013), a progress report was sent by the State Party to the World Heritage Centre (WHC) on 16 May 2014.
- On the same line, a State of Conservation Report was submitted by the State Party to the WHC on 6 February 2015 for its evaluation at the 39 COM.
- The State Party submitted additional information (on April and June 2015) regarding the progress on the implementation of the recommendations requested by the Committee in previous decisions, including an “**Interinstitutional Agreement**” determining the responsible institutions for each major action, its approximate calendar for execution and progress so far on its implementation (June 2015) and an “**Interinstitutional Commitment Document**” which complements and updates the above mentioned information.

In the framework of a reinforced cooperation with the State Party of Peru and the World Heritage Convention mechanisms, **a joint technical advisory mission World Heritage Centre/ ICOMOS/ ICCROM/ IUCN was carried out from the 16 to the 30 January 2016**. This mission enabled the collection of updated information on the various actions implemented by the national, regional and local authorities for the achievement of the World Heritage Committee's recommendations.

- The following draft strategy has been specifically elaborated in order to support the follow-up of the commitments made by the State Party and taking into account the **information provided by the national authorities in 2015**, as part of the SOC evaluation process. The latter includes the additional information submitted between April and June 2015, the one submitted on July 2015, after the 39th session of the Committee, as well as the elements assembled and discussed during the 2016 Technical Advisory Mission to the property.



## II. Strategy

- After the evaluation of the information submitted by the State Party (indicated in the previous chapter), the World Heritage Committee at its 39th session (Bonn, 2015) adopted Decision **39 COM 7B.36**.
- This strategy proposes a **Work plan and a Calendar** for the implementation of the actions requested by the Committee within the required time limits (for its evaluation at the 41st session of the Committee in 2016).
- This document seeks to enable the State Party, the WHC and the Advisory Bodies to **ensure the follow-up of the timely implementation of these actions**.
- It is important to note that the **final products** arranged in compliance of the Committee's Decision (plans, studies, resolutions, ordinances, etc.) **shall be submitted to the World Heritage Centre for the proper accounting of the progress and transmission to the Advisory Bodies for their examination and recommendation**.
- It is also important to highlight that the **planned projects documents developed in the framework of the implementation of these actions, shall be transmitted before its implementation to the World Heritage Centre** for evaluation by the Advisory Bodies in conformity with Paragraph 172 of the *Operational Guidelines for the Implementation of the Convention*.

### Implementation calendar

The proposed calendar for the implementation of the actions requested in Decision **39 COM 7B.36** is quarterly and takes into consideration the **Decision adopted in July 2015** as the starting point and the date of submission of the state of conservation report by **1st December 2016** as the finishing line: **16 months** in total for the implementation of actions and submission of reports to the Committee.

Activity	2015				2016						2017
	July	Aug Sep	Oct Nov	Dec Jan	Feb Mar	Apr May	Jun July	Aug Sep	Oct Nov	Dec	July
<b>Decision 39 COM 7B.36</b>											
Advisory mission 1 WHC/ICOMOS/IUCN/ICCROM				26-30 Jan							
Progress report by the State Party					1 Feb						
Reactive Monitoring Mission WHC/ICOMOS/IUCN/ICCROM								Sep			
Advisory mission 2											Feb
<b>SOC Report 41 COM</b>										1 Dec	
<b>Decision 41 COM</b>											July

### Work Plan

The proposed work plan contains the following columns: **(i) actions implemented by the State Party** and their level of implementation, **(ii) the institutions responsible** of their execution, **(iii) percentage of implementation**, **(iv) estimated finalisation date by the State Party** in accordance with SOC report 2015 and **(v) final calendar** of implementation defined by the State Party of Peru.

ACTION requested by Decision <u>39 COM 7B.36</u>	ACTIONS IMPLEMENTED BY THE STATE PARTY				INSTITUTIONS	CALENDAR								
	Under elaboration process through: (as indicated in SOC 2015 and add infos)	Approved by: (RM / PR / DS, etc.) when applicable	Partial %	Total %		Responsible institution (including conceptual and reviewing partners)	Estimated dates for finalisation	2016				2017		
								January	May	June	September	October	December	January
<b>5a</b>	Harmonization of <b>legislative frameworks</b> and <b>strengthening of governance arrangements</b> for the property,	Consultancy for the development of a "Studies for the harmonization of legislative framework"		45%	<b>45%</b>	✓ DDC-Cusco > DIRCETUR > GORE Cusco > MDM > SERNANP		<b>X</b>						
<b>5b</b>	Development of a <b>comprehensive strategy for the Western Access</b> before implementing actions that lead to the consolidation of this access,	Consultancy for the development of a "Integral strategy for the west access or amazon access"		40%		1. SERNANP 2. MDM 3. DDC-Cusco (n/r) > DIRCETUR (n/r)				<b>X</b>				
		Site Plan for the Intiwatana sector (at 65% in July 2015)		65%		1. SERNANP > MDM > DDC-Cusco 2. DIRCETUR (n/r) 3. GORE Cusco		<b>X</b>						
		Control and security module		85%		1. DDC-Cusco 2. SERNANP	<b>X</b>							
<b>5c</b>	Development of <b>Management Effectiveness Assessment</b> in the framework of the approval process of the Management Plan,	Consultancy for the development of a "Management Effectiveness Assessment"		85%		1. DDC-Cusco 2. MDM 3. DIRCETUR > SERNANP > UGM								
		Reinforcement of the UGM Steering Committee: revision of the rules		??		1. DDC-Cusco 2. SERNANP > UGM								

ACTION requested by Decision <u>39 COM 7B.36</u>	ACTIONS IMPLEMENTED BY THE STATE PARTY				INSTITUTIONS	CALENDAR						
	Under elaboration process through: (as indicated in SOC 2015 and add infos)	Approved by: (RM / PR / DS, etc.) when applicable	Partial %	Total %		Responsible institution (including conceptual and reviewing partners)	Estimated dates for finalisation	2016				2017
								January	May	June	September	October
<b>5d</b>	Finalization of the <b>Public Use Plan</b> in line with the provisions of the Master Plan, including the...	Public Use Plan		75%		1. DDC-Cusco 2. SERNANP 3. DIRECTUR (conclusions) 4. MDM (conclusions) 5. UGM (approval)	June 2016 December 2016	X			X	
		✓ Exit ramp of Llaqta MAPI		25%		1. DDC-Cusco						
		✓ Expansion of the Hydroelectric Plant - closure plan finalised –		100%								
	...definition of the <b>carrying capacity</b> for the Sanctuary and its components, and Machu Picchu Village,	Carrying capacity study for the Historic Sanctuary (currently under validation)		100%	<b>100%</b>	1. DDC-Cusco ➢ SERNANP ➢ CARTUC		X	X			
Carrying capacity Hiram Bingham Highway (for approval)			80%	1. SERNANP ➢ DDC-Cusco ➢ MDM								
<b>5e</b>	Finalization of the <b>Urban Plan Scheme</b> for Machu Picchu Village;	Urban Plan Scheme approval	Municipal Ordinance 018-2015-MDM10	100%	<b>100%</b>	MDM		X			X	
		Development of specific plans for the façades architectonic treatment (urban & stylistic parameters) in MAPI village		??		MDM					X	
Others	Chincheros and Quillabamba airports: under <u>HIA</u> development											
	"Studies on alternative transportation to the Historic Sanctuary of Machu Picchu					MinCultura SERNANP						

<sup>10</sup> To be sent to the WHC for its transmission to the AB's

ACTION requested by Decision <u>37 COM 7B.35</u>	ACTIONS IMPLEMENTED BY THE STATE PARTY				INSTITUTIONS  Responsible	CALENDAR				
	Under elaboration process through: (as indicated in SOC 2015 and add infos)	Approved by: (RM / PR / DS, etc.) when applicable	Partial %	Total %		Estimated dates for finalisation	2015		2016	
							Aug-No	De-May	Aug-No	De-May
<b>4a</b> Enforcement of regulatory measures and related sanctions for violations	Update regulation on Sustainable Use and tourist visitation for the conservation of MP at 60% in July 2015. To be approved in 2015.		??	??	MinCultura SERNANP			x		
	Update regulation of Sustainable touristic use of Inca Trail network of MP at 65% in July 2015.		??		MinCultura SERNANP			x		
<b>9a</b> Risk reduction and disaster recovery plans	Finalised and approved	Municipal Ordinance n°026-2015-MDM/CM	100%	100%			x			
<b>Master Plan</b>	Finalised and approved	RM 134-2015 Ministry of Culture published in "El Peruano" PR 070-2015 SERNANP published in "El Peruano"	100%	100%		x				

**ACRONYMS:**

1. DDC-Cusco: Decentralised Directorate of Culture in Cuzco. Executive unit attached to the Ministry of Culture.
2. SERNANP: Peruvian Natural Protected Areas Service. Specialized Technical Public Organism attached to the Ministry of Environment.
3. DIRCETUR: Regional Directorate of Foreign Trade and Tourism attached to the Ministry of Foreign Trade and Tourism
4. GORE Cusco: Regional Government of Cuzco
5. MDM: Municipal District of Machu Picchu
6. UGM: Management Unit of the Historic Sanctuary of Machu Picchu. (Technical Committee)
7. CARTUC: Regional Chamber of Tourism of Cuzco

Annex VII: Press

el diario del cusco, viernes 29 de enero de 2016

actualidad 9

Intervención  
vehículos por  
infracciones

En reuniones iniciadas en Cusco



Misión de UNESCO evalúa avances en la gestión de Machu Picchu

La misión de la UNESCO para el estudio de la gestión de Machu Picchu, iniciada en Cusco, para evaluar el estado de conservación y el nivel de cumplimiento de las obligaciones...

Miembros de la misión de la UNESCO...

na. Juan Pablo de la Puente señaló que el objetivo mayor de esta misión es proteger el valor universal excepcional de Machu Picchu, para lo cual se trabajará con el Gobierno central de todas las entidades involucradas en la gestión...

confianza en que, luego de la visita de la misión, Machu Picchu se inscribirá en la Lista del Patrimonio Mundial en Perú.

A su turno, el titular de la Dirección Ejecutiva Central de Cultura de Cusco, Daniel Morúa Vega, expresó su confianza en que, luego de la visita de la...

ramiento de UNESCO para este estudio, así como de la estrategia que se está aplicando para la gestión de Machu Picchu.

César Morúa Vega, director de la misión de la UNESCO en Perú, dijo que el estudio de la gestión de Machu Picchu...

En la jornada de trabajo también se presentaron los documentos que se elaboraron en la preparación de los planes legislativos y de desarrollo de los mecanismos de protección de Machu Picchu...

de la misión de la UNESCO para el estudio de la gestión de Machu Picchu...

La misión de la UNESCO para el estudio de la gestión de Machu Picchu...

Miembros de la misión de la UNESCO...

En el marco de la presencia en países sudamericanos...

Estaban ya siete horas en debate...

En el marco de la presencia en países sudamericanos...

Contraloría pide que se denuncien a ex autoridades de Urubamba

Alipio Ramos se aleja del nepotismo y señala que muchos adoptan similar decisión

EL DIARIO CUSCO

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Instagram.com/diariocusco

Correo: viernes 30 de Enero de 2016

Ayer desarrollaron mesas de trabajo y hoy viajarán a la Maravilla del Mundo

Comisión UNESCO evalúa situación de Machu Picchu

22/3/2016

Cusco: Unesco evalúa situación de Santuario Histórico de Machu Picchu | Diario Correo



## Cusco: Unesco evalúa situación de Santuario Histórico de Machu Picchu

Organismo internacional revisa avances en la gestión de Machu Picchu.



Cusco: Unesco evalúa situación de Santuario Histórico de Machu Picchu

28 de Enero del 2016 - 15:40 » Textos: Correo Cusco » Fotos: Correo Cusco

La misión de asesoramiento de **Unesco para el Santuario Histórico de Machu Picchu** inició **sus reuniones en Cusco** para analizar y evaluar la situación del referido santuario, junto a representantes de diversas entidades estatales.

Al inicio de las reuniones, el viceministro de Patrimonio del Ministerio de Cultura, Juan Pablo de la Puente, resaltó que el objetivo mayor de estas reuniones es proteger el valor universal excepcional de Machu Picchu, meta que se logrará con el trabajo conjunto de todas las entidades involucradas en su gestión y manejo. Similares expresiones tuvo la

22/3/2016

Cusco: Unesco evalúa situación de Santuario Histórico de Machu Picchu | Diario Correo

viceministra de Turismo, María del Carmen de Reparaz, quien expresó su confianza en que, luego de la visita de la misión, Machu Picchu no ingresará en la Lista del Patrimonio Mundial en Peligro.

A su turno, el titular de la Dirección Desconcentrada de Cultura de Cusco, Daniel Maraví, **precisó que la misión de asesoramiento de Unesco permite contar con una mirada externa que ayudará mucho para perfeccionar el trabajo realizado y seguir avanzando en la conservación de Machu Picchu.**

En la jornada de trabajo también se presentaron informes técnicos referidos a la armonización de los marcos legislativos y fortalecimiento de los mecanismos de gobernanza de Machu Picchu, y la estrategia integral para el acceso oeste (por Santa Teresa). De igual modo, se realizó una evaluación de la efectividad de la gestión de Machupicchu identificando las acciones en curso, los obstáculos y desafíos que se presentan en esta labor.

La misión de asesoramiento de Unesco, **integrada por Cesar Moreno Triana, Silvio Zancheti, Niklas Sven Schulze, Paula Bueno y el embajador del Perú ante la Unesco Manuel Rodríguez Cuadros al igual que representantes del Ministerio de Cultura, Dirección Desconcentrada de Cultura de Cusco, SERNANP, UGM, DIRCETUR y el gobierno local de Machupicchu, continuaron su labor hoy jueves 28 con reuniones y talleres.**

Los días 29 y 30 de enero realizarán visita de campo inspeccionando la ciudadela inca de Machu Picchu, la capital distrital, el acceso por Santa Teresa y otros sectores del Santuario para verificar los avances logrados en el levantamiento de las observaciones planteadas.

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tags

Machu Picchu UNESCO

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Portada > Cusco

## Misión de la Unesco evalúa avances en gestión de Machu Picchu

La viceministra de Turismo, María del Carmen de Reparaz, expresó su confianza en que Maravilla del Mundo no ingresará en Lista del Patrimonio Mundial en Peligro.

Redacción 28 de enero del 2016 - 5:18 PM



Misión de la Unesco evalúa avances sobre políticas de protección y conservación de Machu Picchu en Cusco. | Fuente: Dirección Desconcentrada de Cultura Cusco

Con el fin de evaluar las acciones destinadas a proteger el santuario de Machu Picchu, llegó al Cusco, una misión de asesoramiento de la Unesco.

Se precisa que los delegados sostendrán reuniones con representantes de diversas instituciones encargadas de su protección hasta el 30 del mes en curso.

Durante su alocución el viceministro de Patrimonio del Ministerio de Cultura, Juan Pablo de la Puente, sostuvo que el objetivo mayor del evento, es proteger el valor universal y excepcional de Machu Picchu, meta que se logrará con el trabajo conjunto de todas las entidades involucradas en su gestión.

Similares expresiones tuvo la Viceministra de Turismo, María del Carmen de Reparaz, quien expresó su confianza en que, luego de la visita de la misión, Machu Picchu no ingresará en la Lista del Patrimonio Mundial en Peligro.

A su turno, el titular de la Dirección Desconcentrada de Cultura de Cusco, Daniel Maraví Vega Centeno, precisó que la misión de asesoramiento de UNESCO permite contar con una mirada externa que ayudará mucho a perfeccionar el trabajo realizado y seguir avanzando en su conservación.

En la jornada se presentaron informes técnicos referidos a la armonización de los marcos legislativos y fortalecimiento de los mecanismos de gobernanza de Machu Picchu, y la estrategia integral para el acceso oeste (por Santa Teresa).

De igual modo, se realizó una evaluación de la efectividad de la gestión identificando las acciones en curso, los obstáculos y desafíos que se presentan.



## Annex VIII: Bibliography

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