



European institute of innovation entrepreneurship and technology

M22-Cultural Heritage Management

Matric no: DE240329

Puneet Bali

Abstract

Cultural heritage sites carry immense value since they serve as a repository of cultural heritage encompassing the history, practices, architecture, and identity of civilizations for the present future. Nevertheless, increasing urbanization, tourism, environmental degradation, and climate change lead to considerable difficulties regarding the preservation of cultural heritage sites. This makes sustainable management a critical principle of cultural heritage management as it is expected to create the right balance between preservation of cultural heritage and accessibility of the site to the public in terms of tourists' flow and economic development. In particular, the report aims to analyze the importance of sustainable management through the in-depth study of the case of Machu Picchu, Peru, one of the most famous cultural heritage sites recognized by UNESCO. The report does not only reveal the essence of cultural heritage management but also outlines its importance. Furthermore, the report examines some major problems in the domain of cultural heritage preservation and tourism promotion. An analysis of the case of Machu Picchu provides a relevant illustration to show how to achieve balance between tourism and environmental preservation. This report concludes that sustainable heritage management requires continuous monitoring, collaboration among stakeholders, and responsible tourism practices to ensure that significant places should be protected for future generations.

Keywords: Sustainable heritage management, Cultural heritage, Machu Picchu, UNESCO, Sustainable tourism, conservation.

Introduction

Cultural heritage sites are valuable resources that preserve the history, traditions, and identity of communities around the world. These sites include ancient monuments, historic buildings, archaeological sites, and cultural heritage sites that aim to protect these places for future generations while allowing people to visit, learn from, and appreciate them. Effective management balances conservation, tourism, economic development, and community participation.

The preservation of cultural heritage has become increasingly important in the twenty-first century because many heritage sites face growing threats from environment change, urbanization, armed conflict, natural disasters, pollution, and particularly mass tourism. The rapid expansion of international tourism has generated significant economic opportunities for many countries, but it has also environments. As visitor numbers continue to rise heritage managers must find ways to balance economic development with the protection of irreplaceable cultural resources.

Such an issue has resulted in the common practice of sustainable management within heritage conservation. Sustainable management entails approaches that satisfy the current needs of social, economic, and tourism concerns without damaging the capacity of future generations to access the value of cultural heritage. Unlike monument preservation approaches, sustainable management appreciates the interrelationship that exists between cultural heritage, environment, communities, and economic development.

The concept of sustainable development gained international recognition with the issuance of the Brundtland Report in 1987 where sustainable development was defined as a process whereby the needs of the current generation can be satisfied without hindering the ability of future generations to satisfy theirs. While originally related to environmental conservation, sustainability has increasingly become a key concept in the management of cultural heritage sites. The international agencies such as UNESCO, ICOMOS, and ICCROM have encouraged heritage managers to consider conservation, tourism, environmental, and community involvement in their management plans.

The world's most important heritage sites include the Machu Picchu of Peru. It was constructed in the 15th century by the Inca civilization, and this place represents incredible architectural, engineering, agricultural, and urban development. Situated at an elevation of about 2,430 meters above sea level in the Andes mountain range, Machu Picchu was virtually unknown to the international academic world until it was brought to attention in 1911 by the American historian Hiram Bingham.

Machu Picchu was listed as a World Heritage Site by UNESCO in 1983 for its universal value. This place is not only of immense archaeological importance but also has an incredible natural background located in the Peruvian cloud forest. It is quite challenging to manage the heritage site because of its dual nature of culture and nature.

Although tourism has made Machu Picchu the most valuable resource for Peru's economy, the rise in tourist number has posed major conservation problems. The growth of foot traffic has made erosion faster for the ancient trail, building of infrastructure exerts pressure on fragile ecosystems, and climate change causes more landslides. Hence, the sustainable management of Machu Picchu is now a recognized international case of heritage conservation and tourism development. Management of cultural heritage sites has ceased to be the sole duty of the government. International organizations, conservators, scientists, local communities, tourism agencies, and tourists contribute greatly to the protection of heritage resources. Collaborative management strategies are widely used today since they unite with the methods of scientific conservation, economic development, and public education.

This report aims to analyze the importance of sustainable management in cultural heritage sites, taking the case study of Machu Picchu. This report first defines what cultural heritage management is and why it is important, followed by analyzing the key problems associated with the relationship between conservation and tourism. It also analyzes how governments, local people, UNESCO, and other heritage organizations have contributed to the management of the site. Finally, this report analyzes the sustainable management approaches taken for the preservation of Machu Picchu.

Knowledge of the management of Machu Picchu is essential for heritage management worldwide. This is because most cultural properties are faced with challenges such as those at Machu Picchu. The management of Machu Picchu gives us insight into sustainable management whereby the cultural heritage can be preserved along with the benefit of the locals in the present and future generations.

2. Literature Review

Cultural Heritage Management can be defined as the methods, policies, agencies, and approaches through which heritage assets are identified, conserved, interpreted, managed, and protected for future generations to come. Cultural Heritage Management goes beyond the conservation of monuments and archaeological assets to take into account the social, cultural, environmental, and economic environment within which

heritage is placed. Modern heritage management views heritage as a living resource that is interconnected with other aspects of society.

The conventional method of heritage conservation mainly involved protection of tangible objects against deterioration. Nevertheless, modern methods consider it important for heritage management to take into account its connection with the people and the environment surrounding the property in question. According to UNESCO, ICCROM, ICOMOS, and IUCN (2013), effective World Heritage management demands an appropriate institutional framework, relevant expertise, stakeholders' involvement, and knowledge about connections between heritage properties and their surrounding. The main point of such heritage management is not only the protection of a particular monument but also development of mechanisms of maintenance of heritage values under changing conditions.

This wider perspective applies to sites such as Machu Picchu. The importance of the site is not simply contained in its stone structures. Its cultural importance has much to do with the landscape around it, ancient agriculture, indigenous cultures, archaeology, and living communities. As a result, any decision made in regard to tourism, transportation, conservation, or economic development could impact the heritage value of the site.

Importance of Cultural Heritage Management

Cultural heritage management is essential due to the fact that heritage resources tend to be non-renewable in nature and thus may be irreversibly destroyed or become unavailable. The difference between heritage resources and other types of economic resources is that, once destroyed, they cannot be restored in their original state, unlike other resources. Thus, cultural heritage management aims to minimize any threats that could harm cultural heritage resources.

Heritage also plays a role in defining social identity and community continuity. The significance of the cultural heritage lies in offering communities a sense of place and history, whereas the value of traditional knowledge and cultural heritage practices can serve to reinforce the connections between people and places. There is a growing trend at ICCROM in promoting people-based approaches, where the community is seen as a central element of conservation and management processes, not only as recipients or audiences. People associated with the heritage have the knowledge, values, and practices that will help conserve it.

On the other hand, there is also the potential for culture heritage to provide substantial economic gain through tourism, job creation, cultural industries, and business growth in

the locality. This leads to a problem of management since the economic benefit from heritage can be linked to tourism, which may result in physical deterioration and environmental degradation of the site. Hence, sustainable management ensures that economic usage does not hinder the cultural values of the heritage site itself.

Principles of Sustainable Heritage Management

This can be done through the integration of heritage conservation with other aspects such as the environment and economy. The main dimensions of sustainable development outlined by the UNESCO Policy on the Integration of a Sustainable Development Perspective into the Processes of the World Heritage Convention include environmental sustainability, social inclusiveness, economic inclusiveness, and peace and security (UNESCO, 2015).

Environmental sustainability requires minimizing harm to ecosystems, managing pollution, safeguarding biological diversity, managing natural resources, and preparing heritage sites for environmental threats including global warming. This aspect is especially relevant for the archaeological site of Machu Picchu, which is located in a vulnerable mountain and cloud forest area.

The notion of social sustainability is concerned with the participation, rights, welfare, and cultural identity of communities related to heritage. Thus, a sustainable management system must address issues concerning whether the locals gain from tourism and whether they get an opportunity to participate in the decisions related to their cultural resources. The community-based perspective of ICCROM highlights the need for community participation in conservation decision making and contribution of heritage to the welfare of the community.

Economic sustainability is also concerned with the need to ensure that heritage creates enough economic value and funding to preserve itself without being overly reliant on the unregulated growth of tourism. The sustainable development policy of UNESCO therefore recognizes that World Heritage can contribute to sustainable development while fulfilling its main purpose of preserving Outstanding Universal Value.

All these dimensions are dependent on each other in nature. For instance, tourism may help in generating revenue for the conservation project and the community itself, but over-tourism may affect the environment as well as the archaeological site. In the same way, too many conservation controls may safeguard the site but may also lead to social problems among the local community because of exclusion.

Conservation and Tourism

Tourism can be regarded as the most significant challenge and opportunity within cultural heritage management. Cultural heritage tourism can help raise awareness among the people, create job opportunities, assist local businesses, provide funding for heritage conservation efforts, and motivate governments to make investments in heritage protection. The sustainable tourism approach can be considered an effective tool that allows World Heritage sites to promote conservation and sustainable development. This is acknowledged by the World Heritage and Sustainable Tourism Programme adopted by UNESCO.

However, there comes a time when tourism becomes unsustainable if the number of visitors exceeds the carrying capacity of that particular site in terms of its ability to withstand environmental, physical, and social effects. These include soil erosion, congestion, pollution, deterioration of physical infrastructure, strain on natural resources such as water and energy, among others. Carrying capacity is thus very important in tourism management because it tells the maximum number of visitors that a particular place can support.

One of the major controversies surrounding heritage management is whether tourism must be considered a risk or an opportunity. The older approach of conservation used to see tourists as a physical hazard and therefore focused on limiting access. However, in the newer approach, tourism is managed instead of being stopped. This includes measures like timing of entry, limiting the number of visitors, guiding routes, interpretative programs, monitoring, zoning, etc.

This approach has been influenced by the International Council on Monuments and Sites (ICOMOS), which in 2022 adopted its International Cultural Heritage Tourism Charter that advocates for a more sustainable and responsible connection between tourism and heritage. The charter acknowledges the need to review tourism models that are based only on perpetual economic growth and highlights community engagement in the planning and management of tourism (ICOMOS, 2022).

It is for this reason that the interconnection between tourism and conservation becomes especially important for Machu Picchu. This international landmark generates great economic benefits due to its popularity among tourists, but the archaeological heritage as well as the ecosystem here are subject to various threats.

International Heritage Management Frameworks

The international legal and policy framework is provided by UNESCO, which operates through the Convention Concerning the Protection of the World Cultural and Natural Heritage dated back to 1972. The emphasis of the World Heritage concept lies in the

protection of cultural and natural properties regarded as having Outstanding Universal Value. Through time, the approach of UNESCO changed from being a more conservation-based one to a more holistic one.

UNESCO, ICCROM, ICOMOS, and IUCN have jointly developed the 2013 manual on Managing Cultural World Heritage, which offers practical advice to managers of heritage. This manual places emphasis on capacity building, institutions, decision making, stakeholders, and the creation of management systems that will yield sustainable results (UNESCO, ICCROM, ICOMOS offers professional principles and international charters pertaining to conservation, archaeology, cultural landscapes, tourism, and heritage interpretation. ICOMOS' frameworks for cultural tourism stress the point that tourism must respect the significance of heritage and living cultures of local communities. The 2022 International Cultural Heritage Tourism Charter is another charter by ICOMOS that facilitates dialogue between conservation, tourism, and communities. M, ICOMOS, & IUCN, 2013).

The activities of ICCROM mainly focus on the issues of conservation skills, capacity building, risk management, and human-centric policies. The new approach taken by ICCROM involves the integration of cultural and natural heritage and appreciates the value of local knowledge and participation of the communities. In addition, ICCROM believes that heritage conservation should be related to the broader goals of sustainable development.

Collectively, they have helped move away from a model that was centered around the monuments themselves towards an integrated approach to heritage management that is particularly suited to such complex World Heritage sites as Machu Picchu, which encompasses issues related to archaeology, biodiversity, tourism, and development.

Academic Debates and Critical Perspectives

Even though sustainable heritage management has been accepted by all as a desirable aim, experts continue to differ on the definition and the process of achieving sustainable management. The problem that arises from here is the contradiction between conservation and economic development. Economic gains through tourism may be necessary sources of finance towards heritage conservation. However, the need to generate more income can make the managers neglect the conservation issues.

Another issue is the participation of communities. While international bodies have been encouraging the practice of participatory management, the act of achieving this level of participation may not be easy. Communities may have differing agendas from those of governments, conservationists, tourist firms, or international bodies themselves.

According to ICCROM, the difficulty of community participation is still evident at many heritage sites.

The third topic of discussion revolves around the concept of authenticity and conservation. The heritage sites are not fixed assets; they belong to dynamic social and environmental surroundings. Over-restoration could lead to diminishing authenticity, whereas minimal interventions might cause degradation. In such cases, sustainable management would have to decide what parts of the site have to be conserved, what changes to accept, and how to meet current requirements.

Climate change has added an additional dimension in managing heritage sites. High temperatures, shifts in rainfall, flooding, landslides, alterations in plant species, and even weather conditions pose threats to archaeological sites and cultural landscapes. As a result, managers in heritage sites are required to include risk assessment, adaptation, and resilience into their conservation plans. The work on sustainability conducted by ICCROM focuses on the link between conservation, resilience, environment, and sustainable development.

Relevance of the Literature to Machu Picchu

From the existing literature, it is evident that sustainability in heritage management necessitates the use of an integrated approach as opposed to just one approach to conservation. A discussion about sustainability in heritage management based on Machu Picchu will be appropriate since the heritage asset combines archaeological, natural, and cultural landscape value, hence requiring simultaneous management of tourism, conservation, environment, infrastructure, and communities.

The various international models described above offer a useful basis of analysis for the examination of Machu Picchu. The UNESCO model on sustainable development underscores the importance of balancing environmental, social, and economic goals. ICOMOS stresses the importance of responsible tourism and community participation, and ICCROM focuses on people-oriented conservation and integration of nature, culture, and sustainable development.

As a result, based on literature review, the effectiveness of management at Machu Picchu should not be judged simply based on the integrity of its archaeological buildings. Rather, a more complete evaluation would consider effects of visitors, environmental factors, local communities, stakeholder participation, economic viability, risk management, and conservation of the site's cultural heritage. This approach will be used for analyzing the management of Machu Picchu further in this report.

Research Approach

3.1 Methodology

The current paper uses the case study methodology to explore the sustainable management of cultural heritage sites in relation to Machu Picchu in Peru. The case study research approach is appropriate for this topic because it enables studying a heritage-management problem in the context of real-world social, environmental, cultural, and economic issues. Instead of trying to determine how sustainable the heritage management in Machu Picchu is through one quantitative index, the current research explores the interplay between conservation, tourism, environmental management, governance, stakeholder engagement, and economic development.

The current research is mostly based on secondary data. Academic articles, documents of international heritage agencies, official publications of the Peruvian government, documents of UNESCO, and documents of Machu Picchu management bodies were used as sources of information. A special focus was made on the documents created by UNESCO, ICOMOS, ICCROM, Peruvian Ministry of Culture, and Machu Picchu management organizations.

Data Collection

In this research, a documentary analysis of publications on the topic of cultural heritage management and Machu Picchu was carried out. The sources used were based on their relevance, authority, reliability, and connection with the research.

The main sources of information include:

- Documentation of UNESCO World Heritage;
- Peruvian Ministry of Culture documents and regulations;
- ICOMOS and ICCROM frameworks for cultural heritage management;
- Literature on sustainable tourism and cultural heritage;
- Research papers on visitor management and carrying capacity;
- Official information regarding visitors' access to Machu Picchu.

The recent management trends were also analyzed. For instance, in March 2026, the Peruvian Ministry of Culture adopted the new Master Plan for the Historic Sanctuary of Machu Picchu and National Archaeological Park 2026-2031.

Data Analysis

The gathered data has been analyzed thematically. Five main themes have emerged:

- Heritage preservation and conservation
- Tourism and tourists' management
- Environmental sustainability
- Involvement of stakeholders in the process of governance
- Economic and social sustainability

The results of these themes have been compared with the principles established in the literature review. In this way the research is able to assess whether the management practices of Machu Picchu fit the principles of sustainable heritage management which are acknowledged in the international community.

It is also important to make a distinction between the existing management practices and current issues since the presence of management policies and regulations does not automatically imply that heritage site is sustainable.

Limitations

The main limitation with this methodology is the use of secondary data only. Interviews, questionnaires, and direct observations have not been done with visitors, local communities, tourism business firms, conservationists, or any other stakeholder group in this case. In effect, the research work cannot generate any new findings on perception or experience.

Another limitation is that the figures about tourist numbers, carrying capacity, environmental impact, and management effectiveness can become outdated over time. For that reason, the research uses more recent information where possible and supplements this with theoretical literature from academia.

Even with the above limitations, the documentary case study is a suitable method of assessing the sustainability of Machu Picchu since there is considerable information available from international bodies and the Peruvian government.

Findings

4.1 Exceptional Cultural and Natural Values

The findings prove the importance of Machu Picchu because it possesses outstanding natural and cultural heritage value. UNESCO has defined the Historic Sanctuary as “an

outstanding example of Inca architecture, land use and interaction between humans and nature.” The Historic Sanctuary of Machu Picchu is included in the World Heritage List since 1983 and its inscription is based on cultural and natural criteria.

There are approximately 200 buildings on the archaeological site, including temples, ceremonial constructions, astronomical buildings, farming sites, and residential areas. Its terraces, stone construction, irrigation systems, paths, and relationship with the mountains represent the excellent engineering and landscape management of the Incas. The sanctuary around the site represents diverse habitats and species at the transitional zone between Andes and Amazon basin.

It is due to these attributes of both cultural and natural significance that Machu Picchu should not be viewed merely as an archaeological site, but needs to be protected in relation to the larger environment that adds to its Outstanding Universal Value.

Management of Visitors

One of the key points that should be mentioned here is the fact that visitor management has become a crucial part of the sustainability strategy of Machu Picchu.

The Peruvian government has developed measures such as capacity limits and circuit-based visitor management in order to decrease the amount of congestion and distribute the flow of tourists evenly within the area of the archaeological site. According to the present regulations, 4,500 visitors can enter the territory daily as a regular visitor capacity, and 5,600 visitors daily have the right to enter the territory of Machu Picchu during the specified periods of time (high season). The 2026 capacity was approved in Ministerial Resolution No. 285-2025-MC.

Another important aspect is the introduction of several circuits. As of June 2024, there are three main circuits including ten routes in total. These circuits are panoramic routes, the classic circuit of Machu Picchu, as well as the royal sector routes and the mountain circuits.

The reason for the distribution of the visitors across the various routes is the reduction of pressure on the particular parts of the territory. Thus, in the case of introducing 5,600 person capacity for the high season of 2024,

Environmental Challenges

One of the major issues affecting the preservation of Machu Picchu is environmental sustainability.

The sanctuary is located in a mountainous region which is subject to difficult geology, tropical vegetation, and varying climate. These factors increase the risk of various environmental threats, including landslides, erosion, rainfalls, etc. Also, according to UNESCO, there are such environmental problems as waste management, water pollution, agricultural development, invasive species, and destruction of natural systems.

Tourism contributes to these environmental threats due to its additional demands on transport, water, energy sources, housing, waste disposal, etc. Hence, the development of tourism in the wider area of Machu Picchu causes consequences not only for the sanctuary but also beyond it.

Climate change adds an additional level of unpredictability to the issue since changing rainfall and extreme weather events may affect the condition of both archaeological and natural systems.

Governance and Institutional Management

The results show that Machu Picchu does have quite an extensive formal management system. The Management Unit of the Historic Sanctuary of Machu Picchu (UGM) is one of the most important coordinating institutions named by UNESCO. The UGM includes representatives from the ministries of Culture, Environment and Foreign Trade and Tourism of Peru, Regional Government of Cusco and the municipality of Machu Picchu.

As we see, such a multi-institutional system exists because Machu Picchu is related to several issues which cannot be managed by just one institution. Namely, cultural preservation, environmental protection, tourism development, transportation, infrastructure, local government are not able to be properly managed within a single organization.

Nevertheless, there are some problems with governance that UNESCO recognizes. Namely, these are fragmentation of legislation, coordination between various governmental levels, infrastructure management, transportation, sanitation, security and redistribution of tourism income.

Hence, the presence of the formal system of governance is undoubtedly a strength, however, coordination of institutions is still an issue.

Community and Economic Dimensions

Tourism is a major source of economic opportunities in the Machu Picchu area. Tourists create demands for lodging, transportation, food, guiding services, retail shops, crafts, and other tourism related businesses. This way, the site helps in the creation of jobs and incomes within the greater surrounding area.

But economic gains do not always translate to equal distribution of opportunities. Tourism tends to create inequality among the different parties involved based on their access to employment, business opportunities, land, infrastructures, and decision making processes. Therefore, heritage management has to take into account not only the economic value created through tourism, but also the beneficiaries.

In fact, UNESCO has made explicit reference to the need for tourism gains to be better utilized in planning and management purposes. Also, the link between tourism development and infrastructure needs to be managed in the long run.

This makes the findings confirm the argument put forward in the literature review.

Recent Management Developments

One of the major findings from this research is the continuous development of the management system at Machu Picchu. In March 2026, the Ministry of Culture of Peru officially adopted the Master Plan for the Historic Sanctuary of Machupicchu-National Archaeological Park for the period of 2026-2031.

The ongoing development of management plans proves that sustainability is an ongoing process. The management policies have to be constantly revised as visitor demand, environmental situation, infrastructure, knowledge base and other factors change.

The Peruvian officials also continue to improve the access regulations. For instance, in 2025, new rules were introduced with respect to the visitors who come by means of Inca Trail, whereas the capacity of the Inca Trail is regulated depending on the route and infrastructure factors.

In general, the results obtained show that the tourism management of Machu Picchu becomes more structured and controlled.

Discussion

Conservation vs Tourism at Machu Picchu

These results show that Machu Picchu illustrates the main conflict revealed in the literature: tourism is not only an opportunity but a possible danger for heritage conservation.

In case there were no tourism here, there would be less funding and motivation to engage in conservation and development of the region. On the other hand, tourism without control may lead to such negative effects as deterioration of heritage, overcrowding, destruction of the environment and pressure on infrastructure.

In its turn, the implementation of visitation limits and circuit system is an attempt to solve this contradiction. Instead of recognizing the irreconcilable nature of these two phenomena, the approach tries to control tourism in such a way that visits take place within certain limits.

It goes along with sustainable heritage tourism ideas proposed by UNESCO and ICOMOS. Sustainable heritage tourism does not mean absence of tourists but operation of tourism within some framework.

Visitor Limits Effectiveness

The visitor capacity scheme is among the most effective components of Machu Picchu's management. The differentiation of low season and high season capacities allows for adaptation to changing demand levels. The 2026 plan envisages an upper limit of 5,600 visitors on selected high demand days, whereas the Ministry of Culture reports that the regular capacity is 4,500 visitors per day.

It must be noted that capacity figures cannot ensure the sustainability of Machu Picchu. Daily quantitative restrictions do not necessarily tell anything about visitor distribution, their time in sensitive zones, or structures that undergo most stress from visitors.

This is why visitor management should use quantitative capacity restriction and monitoring at the same time. The data regarding traffic flow, erosion, state of structures, visitors' behavior, crowding, and environmental conditions should be constantly collected. This way, route capacities can be changed based on the actual situation instead of being restricted by certain numbers for the entire year.

The statement made by the Ministry of Culture about the dynamic character of the carrying capacity and the need for technical study before making any changes testifies in favor of this approach.

Governance and Stakeholder Coordination

These results validate the literature view regarding the importance of heritage management as a governance challenge, as Machu Picchu engages in activities involving national ministries, regional and municipal governments, conservation institutions, tour companies, local communities, researchers, transportation providers, guides, and tourists.

UGM serves as the institutional structure facilitating coordination; however, UNESCO has recognized that inter-institutional management is rather complicated.

It means that future management activities must take into account not only development of new regulations, but also coordination of activities among institutions.

Thus, the following will facilitate the governance process: clear responsibilities, transparent decision-making process, information exchange, and conflict resolution mechanisms.

In addition, community participation becomes vital. It is necessary to remember that the role of communities should not be limited to being beneficiaries of the tourism industry only.

Conclusion

In this report, the issue of sustainable heritage management is explored through the case study of Machu Picchu in Peru. It has been revealed that sustainable heritage management requires a proper balance between the preservation of culture, nature, development of tourism, interests of the local communities, and economic viability.

Machu Picchu is a good example for illustrating that the management of heritage site is rather complicated due to the dual basis of its Outstanding Universal Value. That is, there is an interconnection between the archeological monuments, terraces, pathways, architectural objects, the surrounding mountains, and ecosystems.

References

International Council on Monuments and Sites. (2022). *ICOMOS International Cultural Heritage Tourism Charter: Reinforcing cultural heritage protection and community resilience through responsible and sustainable tourism management*. ICOMOS.

Ministry of Culture of Peru. (2026). *Resolución Ministerial N.º 075-2026-MC: Plan Maestro del Santuario Histórico de Machupicchu – Parque Arqueológico Nacional Machupicchu, 2026–2031*. Government of Peru.

International Centre for the Study of the Preservation and Restoration of Cultural Property. (n.d.). *People-centred approaches*. ICCROM.

8. Appendices

Future evaluation of Machu Picchu could be conducted based on the following indicators:

Cultural indicators

- Number and state of archaeological structures;
- Level of erosion along key tourist trails;
- Level of conservation activities;
- Cases of visitor-induced physical damage.

Environmental indicators

- Quality of water;
- Waste production;
- Changes in biodiversity;
- Risk of landslides and erosion;
- Condition of vegetation;
- Weather events.

Tourism indicators

- Number of daily visitors;
- Density of visitors per circuit;
- Duration of visit;
- Seasonal distribution of visitors;
- Visitor satisfaction;
- Number of rules broken.
- Social and economic indicators
- Employment created through tourism;

Percentage of tourism income used for conservation;

Involvement of local businesses;

Community involvement in decision making;

Benefit distribution from tourism.

The above indicators would enable the management authorities to go beyond the simple measurement of visitor numbers and conduct a more comprehensive evaluation.

