

11 The Pachacamac Site Museum

A Tool for Territorial Management

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The Pachacamac archaeological site is located south of Lima, on the central coast of Peru. Its 460 hectares house around 50 adobe and stone buildings, in addition to several cemeteries from various eras (200-1533 A.D). The centralisation and expansion of the city of Lima, stimulated by migration and urban growth, pose a major challenge for the Pachacamac archaeological sanctuary team. The Pachacamac site museum must adapt to this urban expansion, but the challenge lies in ensuring that the history and heritage of the local area are respected, and the integration of local communities achieved.

The Pachacamac archaeological sanctuary was one of the most important sanctuaries and places of pilgrimage of the pre-Hispanic Andean world. Even today, it remains an important ceremonial centre. It was visited during the Inca period (1470-1533 AD) by pilgrims from diverse places who arrived at the site via the great Inca Trail or Qhapaq Nan, to worship the mighty god Pachacamac, a Quechua name meaning ‘creator of the world’, consecrated in an oracle, the centre of the entire coastal region.

The Pachacamac Site Museum was created thanks to the Qhapaq Ñan Project by the Ministry of Culture of Peru, with the aim to offer the public a space that meets appropriate conditions of conservation, preservation and dissemination of the cultural wealth that it encloses. The museum is accessible to people with limited mobility and has guides printed in Braille so visitors with visual impairments can access the information on the exhibit panels. It also has explanatory videos for children that can also serve people with cognitive disabilities. The aim is to make the museum accessible to all.

The museum was designed to maintain architectural balance with the existing environment. The design—by local architects Llosa and Cortegana – includes a series of ramps with a moderate slope that allows problem-free passage. The exhibition presents the universal values of the site through photographs, panels, videos and 277 artefacts recovered mainly from inside the sanctuary.

The Management Plan for the site ([Equipo del Plan de Manejo 2012](#)) summarises the general guidelines for the management of the sanctuary. It proposes the active inclusion of the population located in the immediate vicinity for the benefit of the archaeological complex and its conservation. This prompts the question: who makes up the local community? The community bordering the sanctuary is

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heterogenous and relatively recent, made up of migrants from other regions of Peru with practically no links to the remote pre-Hispanic past. It is, therefore, essential to establish this link with the remote past, which must be considered our common heritage; it is the Pachacamac site's mission to disseminate this heritage now, in the 21st century.

The Pachacamac Museum has been working to raise awareness and participation of the community, in the protection and conservation of the site, to enhance its educational and historical value and to promote participation of current populations. Always bearing in mind the need to be accessible to different audiences, texts are quite short, precise and simple. Panels contain detailed information in bilingual texts (Spanish and English) on some of the most important pieces.

As part of the educational and community relations programmes, a plan of activities has been designed in and with the schools and with the populations surrounding the archaeological site (Pozzi-Escot and Uceda 2019a; Pozzi-Escot and Uceda 2019b). This programme, aimed at students and the community at large, consists of dynamic workshops on heritage education and conservation of the archaeological site, and of programmes to provide young people in nearby communities with the opportunity to extend their training, such as photography workshops.

These projects are part of the policies and guiding principles of the Management Plan of the sanctuary of Pachacamac, specifically when it refers to developing programmes and projects to which the population and interest groups commit themselves for the conservation of the site and its values (Equipo del Plan de Manejo 2012). In some cases, these projects will facilitate a direct improvement in the participants' quality of life, generating economic revenue for people in the local community who are part of these projects, as is the case with the women of the Association of Artisans.

SISAN: Asociación de artesanas del Museo Pachacamac

With support from the Sustainable Preservation Initiative (SPI) and the Kani Association, the participatory project, Community Development of Pachacamac, brought together a group of women with scarce financial resources, who were trained to improve their techniques and refine their knowledge to create artisanal products to sell and earn an income. The training taught them about the history of the archaeological site, and gave them information about running an enterprise, about tourism and business opportunities.

After over than four years, SISAN became a formal organisation thanks to the accompaniment of the Education and Community Work team from the Pachacamac Museum. In this new stage, it forms part of the 'Second Flight' project in which the discontinued uniforms of the airline LATAM are reused by the artisans to create different products, which are sold in the museum shop and even in a few flights of the airline.

Our educational and community projects are collaborative as we invite the community to act as active partners in the creation of institutional projects driven and managed by the museum (Simon 2010). The Pachacamac Site

Museum's relationship with this group of women led us to search for different funding sources in order to generate sustainable conditions and extend our management vision for the site and the museum so the community can benefit from its conservation.

Moreover, educational programmes are run in coordination with schools near the archaeological site. One of the programs, ran by the museum curator Angelica Isa, and the museum's education department, with the sponsorship of National Geographic, simulates an excavation or conservation of objects and the students can participate in the preparation of an exhibition; we evaluate the lessons learned after four sessions at the museum.

The most common activities carried out by the teachers and students are guided tours of the museum, with observation sheets and colouring sheets (for the smaller children) on exhibition topics. One of the assumptions of the Management Plan is thinking about education not only as a service provided by the sanctuary for the community but also as an action that integrates communities from the surrounding areas, which can be expanded to areas further afield ([Equipo del Plan de Manejo 2012](#), p. 17). Community participation in our different activities seeks to generate a sense of ownership of the heritage among local populations. In other words, raising awareness of the importance of their heritage among the community will ultimately lead to their involvement in its conservation.

BiciTour

A new initiative called BiciTour aims to link archaeological heritage and youth of the neighbouring areas by offering them new social and cultural value and economic development, with support from National Geographic and SPI. We proposed approaching a subset of the population who, after completing their schooling, were considered vulnerable: young people who faced a lack of employment opportunities. Because of their economic deprivation, they can develop antisocial behaviour, creating problems in their community and surroundings. The museum focuses on these young people, offering them opportunities to identify with the sanctuary of Pachacamac that surrounds them and encouraging their engagement with the preservation and protection of its heritage.

These young people accompany visitors on a cycling tour of the archaeological circuit; they are not guides. Their mission is to ensure the safety of the cyclists, to avoid any damage to the sanctuary and to ensure that the cyclists respect the established route. At the end of the tour, they receive donations from the visitors. We have seen an improvement in the interpersonal relations of these young people as they share experiences with foreign and national visitors. Also, despite the training for bicycle maintenance and repair being very basic, some of these young people have launched businesses in their neighbourhoods and offer bicycle repair services. This drives positive behaviour and personal development while, at the same time, promoting the heritage of the archaeological sanctuary.

The Management Plan indicates that the sanctuary aims to become an integral and inclusive site for the socio-economic development of the area. In this

regard, it was considered important to establish connections between the museum and the governing boards of organisations in the surrounding communities who were found to be willing, though hampered at times, by frequent change of management personnel, leaving results pending. Even so, the Site Museum is perceived by surrounding organisations as a valuable asset for their projects, especially for developing tourism in the area. The participation of representatives of community groups in the meetings held to create the Management Plan demonstrated their interest during the diagnostic, organisation and analysis of the information.

Play Area

The Pachacamac Site Museum created recreational-cultural spaces as a tool to increase integration of the local community in the sanctuary. Local community visitors, and visitors in general, are mainly pre-school-age children, who are frequent visitors to the museum for pedagogical reasons, guided by teachers and parents.

With the support of the University of Girona, Spain, this space was developed for pre-schoolers. It offers qualitatively distinct play activities while at the same time helping to create a change in mentality and opinion and provide free time activities for the pre-school population of the archaeological sanctuary area.

The purpose of the play area is to provide children with materials related to the values of the heritage of Pachacamac in a quiet space, favouring communication and improving their relationships with adults.

Inter-Institutional Cooperation

The process of integrating local populations is long and complex, but we have had a good turnout due to management involving different actors, which has enabled us to achieve results, gain credibility and establish alliances with various institutions. In this regard, partnerships have been extended to various actors that have contributed significantly to the improvement of services offered by the museum and sanctuary to the community, thereby strengthening the methodology of the conservation of property, spreading the new knowledge that archaeological research has developed in the sanctuary, among others.

In a significant show of private sector collaboration with archaeological heritage, the Pachacamac Museum has joined efforts with the University of the Pacific in California to develop the landscape recovery project of the Urpiwachaq lagoon, one of the natural spaces linked to Pachacamac. This recovery will allow us to offer an alternative circuit and ecological visit (Pozzi-Escot and Oshiro 2015).

Similarly, the museum signed a three-year agreement with the Antonio Ruiz de Montoya University (UARM) for the benefit of students in the Technique of Analysis and Management of Tourist Information in the Sustainable Tourism programme. Students developed proposals to improve information and services in the archaeological circuit, which were duly implemented by the museum. Likewise, evaluations were carried out to manage tourist information at the Pachacamac site,

asking museum visitors to fill in questionnaires in order to learn their perceptions of the service offered to visitors.

In addition, the UARM, through its Institute of Social Projection, created ‘Volunteering Pachacamac’, a programme whereby students of Journalism, Political Science and Sustainable Tourism studied the population of the museum’s surroundings from various perspectives. The aim was to study how to best implement existing services for the satisfaction of visitors from the surrounding areas. Information was collected on domestic-local tourism and a joint project was carried out in the workshops the museum has run with neighbouring populations.

The museum won the support of the Global Heritage Fund, which over four years contributed to the development of Archaeological Conservation Workshops under the direction of conservation expert John Hurd. Professionals from archaeological sites in Peru were convened to participate in these training sessions, the goal of which is to offer archaeology professionals a space for research and archaeological conservation, as was proposed in the Sanctuary Management Plan.

Conclusion

The Pachacamac Site Museum is dependent on the Ministry of Culture of Peru, its centralised management affects the performance and effectiveness of the Site. However, the museum is given the flexibility to manage its international resources and we have entered into a number of international cooperation competitions, which has enabled us to carry out different activities to attract new audiences and also to obtain necessary, new generation equipment for conservation and research. An example is the pre-Hispanic Chakra project, which provides a space in the sanctuary for cultivating plants from pre-Hispanic Peru that are still consumed today; it is financed by the Banco Interamericano de Desarrollo. Funding to provide equipment for conservation, research and education in the sanctuary is provided by the Government of Japan through the Japan International Cooperation Agency.

In accordance with the provisions of the Management Plan, 20 publications have been completed in 10 years in order to disseminate the archaeological research carried out, the findings and archaeological conservation activities. We also created publications for teachers, schools and children and printed catalogues of museum artefacts. In sum, the Management Plan for the archaeological sanctuary of Pachacamac analyses the causes of urban and other pressures and offers proposals for treatment or solutions. As such, it is an important management tool designed to ensure the preservation of the Sanctuary’s values by promoting collaboration in management tasks. The results achieved so far on this path encourage us to continue our efforts.

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