

Rauemi for Kaihanga Toi Māori

It can be difficult at times to know how to scope services for projects. This rauemi offers practical guidance and best practice advice to support Kaihanga Toi Māori engaging with commissioning agencies during the commissioning process.

This rauemi sits alongside our *He Toi Whakairo, He Mana Tangata* guidelines and can be used as the basis for Kaihanga Toi Māori working outside of the built environment context to begin their own discussions to determine equitable appropriate remuneration for their mahi.

1. Toi Māori pātai

These pātai can inform important discussion about scope, expectations, budget and tikanga. There may be some aspects below that you have not yet considered.

Mana whenua representation

- Are there mana whenua representatives involved in this project (who are not Kaihanga Toi) to ensure that iwi perspectives are represented properly?
- If not, it is best to ask why not as this is a crucial component to ensuring this kaupapa reflects their interests.
- If yes, how does their role and the Kaihanga Toi Māori role complement one another?
- How do communications, approvals, timelines, meetings and deliverables work between the mana whenua representatives and Kaihanga Toi Māori?
- What are the mana whenua expectations of the project?

Cultural integrity

- What is the purpose of the mahi toi in relation to the wider purpose of the project brief?
- How will the mahi toi honour and reflect Māori culture and values?
- Are there specific mana whenua kōrero or visual iconography that need to be considered and included?
- What is the expectation of my role?
- Is it the production of one-off works or is it a broad engagement/co-design relationship that will affect all aspects of design thinking?

Engagement and collaboration

- How much creative freedom will I have?
- Do I need to inform the design team's themes, colours and styles that are incorporated across the project?
- Are there any specific materials, details, fixings and dimensions that need to be considered?
- Am I being expected to communicate between the commissioning agency and mana whenua to negotiate agreements on Toi Māori design, ideas and the narratives?
- Is the intention of this project to be co-designed, and what does that mean in terms of time required to work as part of the wider design team?
- Is the intention of this project to be co-designed, and who will have the final say with what is in the co-design process?

Tikanga

- Who is the intended end user of the mahi toi?
- Will this mahi toi be kept and maintained in a culturally safe way?
- What is the nature of the Toi Māori for the project?
- Who should own the final works?

Cultural competency

- What cultural competency does the client and consultant team have to keep the mahi toi culturally safe during this project?
- Is there an expectation that the Kaihanga Toi Māori needs to facilitate wānanga, hui or workshops with mana whenua in order to deliver this project?

Project timeline

- Have I been brought into the job with adequate time to understand the full scope of the project and my role, and to cost it adequately in relation to other projects I have on?
- How far along is the design team in this job?
- Are there any key deadlines, including meetings, presentations or deliverables that I need to be aware of?
- Am I expected to also present this work back to mana whenua and/or other stakeholders through this process for approvals, and has this been factored into the timeline?
- Is the timeline adequate for the design, documentation and fabrication/construction of the mahi toi?

Installation and maintenance of the work

- Who will be responsible for installing the artwork?
- What are the maintenance requirements for the work?
- If the work needs to be repaired or restored, who will do this?
- Is the client aware of the tikanga involved in doing any repairs and restoration?
- Does the contract have provisions for the maintenance of the integrity and mauri of this mahi toi?

Ownership and rights

- Who will own the mahi toi once it's completed?
- Will I retain any rights to reproduce or display the work elsewhere?
- Who will own the whakaaro, pūrākau and kōrero that is embedded in the mahi toi of this project once it is complete?
- Are there Intellectual Property provisions for this within the contract?
- What provisions are in place to protect and safeguard the mana of the names, kōrero, mahi toi and so on of the project and/or to remove them in the future (licensing, copyright)?

Contract and agreement

- Is there a formal contract or agreement outlining the terms of the project?
- What are the terms regarding revisions or changes to the work?

Feedback and approval

- How will feedback be provided throughout the creative process?
- How will wider mana whenua feed back – including the iwi/hapū/hapori?
- Who will have the final approval of the mahi toi, design and mātauranga within this project?
- How will any needed changes be made to the design of any mahi toi elements?
- Is the above covered in documentation phases and construction/installation?
- If there are any disagreements or conflicts, how is this managed, escalated, mediated and sorted through? Does tikanga play a part?
- Does my contract stipulate tikanga around conflict resolution?

Budget, payment, scope and expectations

- What is the value of the mahi toi for this project, and has this been budgeted for appropriately?
- How and when will I be paid?
- What support and resources will be provided (such as workspace, materials)?
- Which pricing model will I use for the work being commissioned?
- Which aspects of the scope of this job can be an hourly rate, and which need to be a fixed fee?
- Are the hours and the construction (fabrication, installation) both factored into the project?

2. Scope the project

This list should help with early stage discussions around the division of scope. This scope list has been grouped into the categories of design, administration, facilitation, strategy and tikanga. This list can be used as a guide to help you understand the different types of work that you may be responsible for.

Design

- Create and document design.
- Share design narrative.
- Plan how the design will be cared for.
- Co-design processes.
- Advise on and peer review the overall design.

Construction/fabrication

- Create or guide others through the making and installation process.
- Choose the right materials and make sure they're up to standard.
- Draw up detailed plans to help with the making of your mahi toi, or review and approve those plans if someone else creates them.
- Be present during installation to observe and make sure everything is coming together as intended.

Administration

- Understand your contract.
- Stay on top of communication.
- Report back to your iwi/hapū regularly.
- Attend hui with stakeholder, community or mana whenua.
- Present the mahi toi to the clients.

Facilitation

- Facilitate wānanga, hui or workshops with stakeholders.
- Represent iwi or hapū in design conversations.

Strategy

- Help shape the mātāpono (values/principles) that guide the project.
- Contribute strategically beyond contractual scope, ensuring that cultural values and perspectives are embedded throughout the project lifecycle.

Tikanga

- Name of the building.
- Research pūrākau, whakapapa, whenua and mātauranga beyond the current skills already possessed.
- Maintain the relationships, whakapapa and mātauranga within a project, ensuring taonga tuku iho is being respected and can be safely held on a project.

3. Remuneration figures

These are the charge-out rates for Kaihanga Toi Māori that are proposed in the *He Toi Whakairo, He Mana Tangata* report. These figures are based on comparative analysis across similar occupations in the built environment (such as architects and designers) and insights from Mātanga and Tohunga Toi Māori.

Role	Charge-out rate p/hr, (low-end)	Charge-out rate p/hr, (high-end)	Wage rate (low-end)	Wage rate (high-end)	Annual salary (low-end)	Annual salary (high-end)
Tohunga Toi Māori (primary expert)	\$300.00	\$550.00	\$150.00	\$275.00	\$197,100.00	\$361,350.00
Mātanga Toi Māori (expert with 15+ years)	\$180.00	\$300.00	\$90.00	\$150.00	\$118,260.00	\$197,100.00
Kaihanga Toi Māori (expert with 6+ years)	\$100.00	\$180.00	\$50.00	\$90.00	\$65,700.00	\$118,260.00
Teina Toi Māori (emerging)	\$80.00	\$120.00	\$40.00	\$60.00	\$52,560.00	\$78,840.00

The annual salary figures are based on the wage rate multiplied by 1,314 chargeable hours per year, which accounts for a 40-hour work week minus annual leave, sick days, public holidays and non-billable time (like admin or development). This estimate reflects full-time work at sustainable capacity and does not include GST, business overheads or tax obligations.

There may be a range of other roles that need to be considered in the project budget such as administrator, researcher and project manager. These roles will need to be considered on a case-by-case basis.

The charge-out rates for Teina Toi Māori were left out of the *He Toi Whakairo, He Mana Tangata* report as it was identified that those within this stage of their career should never be working in built environment projects alone. As this is an educational resource, we have included it here.

4. Fee calculation

Fee calculation methods

1. Top-down (% of construction cost)

- Suitable for high cultural value work (such as naming, karakia).
- Suggested range: 0.05%–2% of construction cost.

2. Time charge (hourly)

- Flexible, reflects actual time spent.
- Requires detailed time tracking.

3. Bottom-up (lump sum)

- Fixed price based on estimated hours and deliverables.
- Offers cost certainty; variations billed separately.

Feature	Top-down	Time charge	Bottom-up
Cost certainty	Moderate	Low	High
Flexibility	Moderate	High	Low
Risk (client)	Moderate	High	Low
Risk (Kaihanga Toi)	Moderate	Low	High
Best for	Scalable projects	Changing scope	Defined scope

Commissioned artwork – all-inclusive price

The Kaihanga Toi Māori agrees to one price for the commissioned artwork. They will absorb all associated costs to produce the work, such as fabrication, installation and materials.

Commissioned artwork – exclusive price

The Kaihanga Toi Māori negotiates a price whereby they protect themselves from the additional risk of other costs associated with completing this work, such as where the commissioning agent pays for fabrication, installation and any other potential additional costs.

5. Method of fee calculation

Bringing all of the above considerations together, below is an example method for calculating your fee.

1. Understand the job: type, value (culturally and monetarily).
2. Understand the programme, timeline and deliverables.
3. Establish your scope – what is included, what is excluded.
4. Establish fee calculation methods:
 - a. top-down
 - b. time charge
 - c. bottom-up.
5. Decide and define your experience level and/or your team that you would put forward to do the work.
6. Estimate your fee:
 - a. Use the rates table and charge-out range (\$ per hour) for your role and/or the roles of your team to get an understanding of the total cost to complete the work with the assumed scope defined.
 - b. Using general guidance, cultural knowledge and experience – and knowledge of the project's construction value – look at high value aspects of the scope (particularly the naming of the project, the use and creation of karakia, and incredibly valuable Taonga), and propose a lump sum and/or percentage fee for these specific items.
7. Ensure that there is a contract in place that stipulates:
 - a. fee, payment schedules
 - b. included scope, excluded scope
 - c. Intellectual Property, copyright and/or licensing (as necessary).
8. Have the fee agreed, and start the work (don't start until it's agreed)!