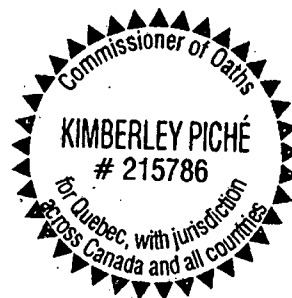


Tribunal File No. T1340/7008

This is Exhibit "4" referred to in the Affidavit  
of Cassandra Lang, sworn before me on  
January 25, 2017.

*Kimberley Piché*

A Commissioner for Taking Affidavits



## **ANNEX "A"**

### **STATEMENT OF WORK**

#### **REFORMING THE FIRST NATIONS CHILD AND FAMILY SERVICES PROGRAM**

##### **SW1 BACKGROUND**

###### **(a) File Background**

First Nations child services is an extremely political, complex, and challenging area of public policy that involves a range of national and regional partners and organizations.

The First Nations Child and Family Services program must be reformed as part of reconciliation efforts, as called for by the Truth and Reconciliation Commission, and given the findings of the Canadian Human Rights Tribunal.

INAC has consistently underscored the necessity of engaging with First Nations (i.e. leadership and communities) and provinces/Yukon Territory in order to undertake reform of the First Nations Child and Family Services program. The Department's Children and Families Branch plans to engage nationally and regionally. At the national level, a Summit on Indigenous Child Welfare is proposed to be held in October 2016. Regional engagement is also necessary and will take into account differing political, legislative, and structural differences with respect to First Nations child and family services.

The Canadian Human Rights Tribunal has yet to provide a final ruling on remedies with respect to its January 26, 2016 Decision. The nature of the Tribunal's ruling on remedies cannot be predicted and may result in changes to Canada's approach going forward. However, there remains opportunity need to demonstrate concerted efforts at reconciliation and a commitment to authentic program reform.

###### **(b) Status of Negotiation Services - At Start of Contract**

Not applicable.

###### **(c) Status of Negotiation Services - Current**

Not applicable.

##### **SW2 OBJECTIVE(S)**

The Department's key objective is to engage with First Nation and provincial/Yukon Territory partners to develop options for reforming the First Nations Child and Family Services program in a manner that responds to both the Calls for Action set out by the Truth and Reconciliation Commission and the findings of the Canadian Human Rights Tribunal.

### **SW3 SCOPE OF WORK**

- 3.1 The Contractor shall perform the Authority:
  - 3.1.1 Lead specific interventions when political issues arise;
  - 3.1.2 Lead federal consultations with third parties when sensitive issues are expected to be discussed;
  - 3.1.3 In consultation with the federal negotiation team, provide strategic advice to the Minister and senior departmental management;
  - 3.1.4 Provide strategic advice to the federal negotiation team;
  - 3.1.5 Attend sessions, meetings at key times when highly sensitive issues are discussed and/or when important messages have to be delivered to the other parties;
  - 3.1.6 Resolve deal breaker issues within the mandate provided by Cabinet, the Federal Steering Committee and the Minister;
  - 3.1.7 Hold periodic meeting with Indigenous and provincial/territorial counterparts to assess overall progress on negotiations; and
  - 3.1.8 Act as the federal spokesperson for enquiries from the media, in consultation with the Minister's office and/or the Communications Branch of the Department of Indigenous and Northern Affairs Canada, when so mandated under the terms of the Contract.
  
- 3.2 The Contractor shall perform the following specific roles according to the file and to the satisfaction of the Project Authority:
  - 3.2.1 Act as direct link between the Department and First Nation political and advocacy organizations;
  - 3.2.2 Provide advice, recommendations, and coordination in the execution of the Department's Engagement Strategy, which striving to assure partner INAC's approach to engagement;
  - 3.2.3 Support engagement activities (e.g. meetings and discussion sessions), advise on research, and maintain key partnerships;
  - 3.2.4 Undertake key planning and provide strategic support to the execution of a National Summit on Indigenous Child Welfare;
  - 3.2.5 Channel information and decisions from the political and strategic levels to technical level officials to allow informed progress and action; and,
  - 3.2.6 Facilitate linkages between regionally specific engagement (e.g. Regional Tripartite Tables and session) and the broader national dialogue (e.g. the National Advisory Council) while working to facilitate the functionality of these bodies.

#### **SW4 OUTPUT/DELIVERABLES**

During the current contract period, the Contractor shall:

- 4.1 Barring circumstances beyond the control of the parties to this Agreement, deliver:
  - 4.1.1 Achieve an initial consensus on how to engage on developing options for reforming the First Nations Child and Family Services program;
  - 4.1.2 Act as a member of the National Advisory Committee by both attending its meetings, and undertaking necessary work in support of this Committee;
  - 4.1.3 Attend and support other key regional and national stakeholder meetings that may occur to ensure forward momentum and tangible outcomes;
  - 4.1.4 Report on meetings held with partners, as well as other interested parties, outlining key outcomes of said meetings as they relate to reforming the First Nations Child and Family Services program;
  - 4.1.5 Provide regular recommendations to the Department, as pertinent and based on ongoing engagement, on interim measures that can be taken to address programmatic issues in advance of full-scale reform;
  - 4.1.6 Communicate outcomes of engagement and progress on developing options to partners and stakeholders to assist in confirming what has been heard; and,
  - 4.1.7 Guide, inform and take part in the development of a final report outlining actionable options for reforming the First Nations Child and Family Services program, sensitive to the rulings of the Canadian Human Rights Tribunal, the Truth and Reconciliation Commission's Calls to Action, and the federal/provincial/territorial considerations of child and family services on and off reserve.
- 4.2 Upon request of the Project Authority, submit short written reports on: meetings, summaries of Member of Parliament briefings, media interviews and enquiries from key stakeholders in the quantities, formats and on the deliverable dates specified ;
- 4.3 Upon request of the Project Authority, provide proposed key accomplishments and plans for the next month in the written monthly activity report;
- 4.4 Provide monthly invoices which include:
  - 4.4.1 Itemized monthly activity reports indicating numbers of hours spent daily on each activity - such as person(s) consulted, meetings attended, time spent on travel status, research and preparation work undertaken, engagement discussion sessions conducted and reports written;
  - 4.4.2 A summary of eligible expenses and accompanying receipts; and,
- 4.5 When requested by the Project Authority, complete and submit a Federal Negotiator or Representative Performance Report – Part 1, Contractor's Self-Evaluation on Results to Date, as part of Annual table review process

## **SW5 DEPARTMENTAL SUPPORT**

The Project Authority shall:

- 5.1 Provide relevant background material on reforming the First Nations Child and Family Services program to the Contractor and access to required Departmental documents;
- 5.2 Provide claims, self-government or other relevant policy material, briefings and ongoing policy support, as required, throughout the discussions/negotiations and access to those individuals with whom consultation is required;
- 5.3 Provide the Contractor a copy of the Indian and Northern Affairs Canada Media Relations Policy and Procedures; and
- 5.4 Provide a "Letter of Introduction" to the Contractor, as required, to be used for identifying himself or herself to third parties for fact-finding and other engagement activities and for obtaining government rates where they are offered individuals or firms working for the Government of Canada under contract.