

Sheri L. Meyerhoffer

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A creative, result-driven leader with proven abilities to design, plan and implement projects, programs and activities. Culturally sensitive in complex environments with communication skills that build bridges between individuals, groups and ideas. Technical expertise in the areas of law reform, governance and capacity building.

LANGUAGES

English:	Advanced	French:	Intermediate
Spanish:	Advanced	Nepali:	Beginner

INTERNATIONAL EXPERIENCE

International Development Project Management

- Head of Mission, International Institute for Democracy and Electoral Assistance (IDEA), **Nepal**, May 2014 to present.
- Co-Founder/Chair of a Canadian charitable organization, *Women Lawyers Joining Hands*, with a mission to educate, train, coach and mentor women lawyers in **Nepal**, 2012 to present.
- Project Director, CIDA funded Democratic Development in **Nepal** (DDN) Project, collaboration between the Canadian Bar Association (CBA) and the Nepal Bar Association (NBA), 2007 – 2011.
- Communications Advisor, Government of **Jamaica** funded Review of the Jamaican Justice System facilitated by the CBA, 2006 -- 2007.
- Acting Manager, CIDA funded partnership project between the All Chinese Lawyers Association (ACLA) and the CBA for the purpose of effecting criminal law reforms in the **Peoples Republic of China**, 2006.

Cuba

2001 -- 2003

- Researched the availability of and marketed potential Cuban oil and gas opportunities to numerous major North American petroleum companies, developing relationships with Commercial CUPET S.A. (the marketing arm of the state owned oil and gas company), the Canadian Embassy and various international legal and business advisors in Havana.
- Translation of various Cuban laws and regulations for publication as a handbook for foreign investors.

Russia

1997

Industry representative for the Canadian Delegation to Russia, Phase II of the Government-to-Government Initiative between Natural Resources Canada and the Russian Ministry of Fuel and Energy.

PROFESSIONAL SKILLS**I INTERNATIONAL PROJECT DEVELOPMENT AND PROGRAM DELIVERY**

- Implemented International IDEA's constitution building and electoral process programs in Nepal, May 2014 to present.
- Leveraged the pro bono services of law firms, organizations and individuals in Australia, Canada, Germany, Hong Kong, India, Hungary, Nepal, Singapore, the United Kingdom and the United States to create the framework and programming for a Canadian charitable organization, *Women Lawyers Joining Hands*, with a mission to educate, train, coach and mentor women lawyers in Nepal and provide them with scholarships, bursaries, awards and other forms of financial assistance, 2012 to present.
- Designed a syllabus on practical legal skills curriculum for a capacity building program for women lawyers, 2012.
- Implemented a 5 year, \$1.8 million (CDN) Canadian Government funded collaboration between the Canadian Bar Association (CBA) and the Nepal Bar Association (NBA) to provide technical and other resources to enhance the NBA's participation in Nepal's Constitution making process, engage with the Constituent Assembly and Law Makers on constitutional issues, coordinate Canadian resources and oversee the work of the NBA project staff, January 2007 to 2011.
- Developed a detailed operational plan for the CBA-NBA Developing Democracy in Nepal (DDN) Project January 1, 2007 to 2011.
- Planned and managed research conducted by Nepalese academics and legal professionals and coordinated the support and input of Canadian academics and legal professionals in corresponding areas of expertise.
- Planned and coordinated various CBA-NBA DDN events such as training/workshops, stakeholder roundtables, conferences and media release receptions.
- Identified and recruited experts to facilitate and deliver project programs in China and Nepal.
- Coordinated and implemented missions for Canadian technical resource persons abroad and for foreign partners in Canada.
- Developed country background materials, including political and legal analyses, for government of Canada representatives in Nepal and Ottawa, the CBA Board of Directors and Canadian technical resource persons involved in missions to Nepal.
- Leveraged and augmented the programming capabilities of the CBA-NBA DDN Project and contributed to the programming of other in-country international organizations through the development of key partnerships and collaborations.
- Prepared semi-annual and annual reports for CIDA funded projects in China and Nepal in accordance with Results-Based Management (RBM) concepts, principles and application.
- Worked with CIDA consultant to develop and deliver the program for a Roundtable on Future Governance Programming in Nepal, January 2008.
- Identified funding opportunity for a CIDA funded program in Nepal, September 2006.
- Researched and wrote proposals for CIDA funded programs in the Dominican Republic and Nepal and for the Jamaican Ministry of Justice, 2004 to 2006.

II GOVERNANCE

Organization Building

- Incorporated a Canadian not for profit corporation, *Women Lawyers Joining Hands (WLJH)*, applied for and obtained charitable tax status for WLJH, assisted with design of corporate website, created applicable working committees and other governance and programming structures to implement programming to educate, train, coach and mentor women lawyers in Nepal and provide them with scholarships, bursaries, awards and other forms of financial assistance.
- Designed a fifty-six month collaborative program between the Canadian Bar Association and Nepal Bar Association, including intra and inter governance structures to facilitate the partnership between the two associations and provide autonomy to each in their respective spheres of influence and responsibility.
- Determined the optimal corporate and organizational structure to effect the consolidation of the upstream industry's oil spill response organizations.
- Principal member of a management team responsible for the development of a stakeholder engagement strategy for corporations and/or governments based upon accepted business and corporate social responsibility models.
- Developed business, communication and work plans for small and medium sized organizations and projects.
- Facilitated sessions to define the vision, values and goals of a Canadian international development NGO and successfully synthesized the results into clear written statements, codes and policy documents.
- Drafted by-laws, business rules and best practice guidelines.

Fiscal Efficiency

- Planned and managed a \$1.8 million dollar (CDN) budget to implement activities related to the development of democratic institutions and constitution making in Nepal.
- Assisted in the development and implementation of the strategic plan to manage the \$1.1 billion asset acquisition of a major oil and gas company.
- Provided cost/benefit and business risk assessments related to the divestiture of oil and gas assets of a major oil and gas company.

Constitution and Law Reform

- Managed International IDEA's support to Nepal's constitution building process, specifically its technical expertise and logistical support to Nepal's Constituent Assembly Secretariat, Election Commission and other key stakeholders.
- Facilitated, together with Embassy of Switzerland – Nepal, International IDEA and UNDP, a workshop to review and revise a Consolidated Report on Transition in Nepal. Participants included former members of the Legislative Parliament and Constituent Assembly of Nepal, constitutional experts and representatives of traditionally excluded groups in Nepal (Consultant for Embassy of Switzerland in Nepal, 2013).
- Authored a report on *Constitutional Transition-Implementation in Nepal* including recommendations for the successful transition management in Nepal based upon reports from a series of meetings on the executive, legislature, judiciary and federal system and

reference to the constitution making processes and constitutions of other countries (Consultancy for International Democracy and Electoral Assistance (International IDEA) 2012-2013).

- Designed and guided research programs and consultative processes that led to the development and publication of the *Nepal Bar Association's Recommendations on the Constitution for Submission to the Constituent Assembly* (March 2008), The Nepal Bar Association Equality Report, *Ringing the Equality Bell: The Role of Women Lawyers in Promoting Gender Equality in Nepal* (November 2009) and the Nepal Bar Association Position Paper on *The Judicial System Under Nepal's New Constitution* (June 2010).
- Provided support to the All Chinese Lawyers Association (ACLA) to develop proposals to reform criminal law legislation 2006.
- Instrumental in effecting a Saskatchewan government decision to reduce petroleum sector taxes, February 1998.
- Contributed to a decision by a major Crown Corporation to reduce petroleum sector power rates, January 1998.
- Obtained government commitment to reform the BC Mediation and Arbitration Board and review the Petroleum and Natural Gas Act, February 1997.
- Presented and defended the need for legislative reform pursuant to the conclusions set out in the Upstream Petroleum Industry's position paper at numerous industry and public forums, 1994 to 1996.

Process Management

- Designed a participatory and consultative process to assist the Nepal Bar Association to directly inform and consult with over 1000 Nepalese citizens, including its own members, members of other civil society organizations, political party representatives and community leaders in almost every district within Nepal over a 15 month period on various issues including electoral systems, constituent assemblies, constitutions and federalism.
- Designed a participatory and consultative process to assist the Nepal Bar Association to directly inform and consult with 3799 legal professionals, CA members and politicians and 3892 members of the public in 71 of Nepal's 75 Districts for the purpose of developing and finalizing its responses to the CA Concept Papers including its Position Paper on *The Judicial System Under Nepal's New Constitution*.
- Led an island wide consultation process to obtain input from local legal and business professionals, civil society organizations and politicians on the strengths and weaknesses of existing Jamaican laws and court procedures.
- Managed Canadian provincial processes involving a diverse range of stakeholders including government, First Nations, Métis, rural municipalities, industry associations, environmental groups, economic development boards and landowners.
- Drove the petroleum industry's participation in a government-industry process to revitalize Alberta's mines and minerals legislation, regulations and business rules resulting in being recognized as a recipient of the Premier's Award of Excellence (Bronze) for the Province of Alberta in 2000.
- Managed the petroleum industry's participation in the government-industry process to review and revise the North West Territory's mines and minerals legislation, regulations and business rules.
- Served as the petroleum industry's representative on various Federal, Provincial and Territorial Boards and Councils related to aboriginal rights and economic issues.

III RESEARCH, ANALYSIS AND REPORT WRITING

- Authored paper on *The Politics of Recognition: The Canadian Federal Experience and its Application to Nepal*, July 2013 (Consultancy for UNDP-SPCBN, Nepal). Published in *The Federalism Debate in Nepal: Post Peace Agreement Constitution Making in Nepal Volume II*, Chapter 10 pp 275-306, UNDP-SPCBN (December, 2014).
- Authored a report on *Constitutional Transition-Implementation in Nepal* including recommendations for the successful transition management in Nepal based upon reports from a series of meetings on the executive, legislature, judiciary and federal system and reference to the constitution making processes and constitutions of other countries (Consultancy for International IDEA 2012-2013).
- Conducted research on the position of women and socially disadvantaged groups within Nepali society, including interviews with more than 20 Nepali individuals and organizations, and drafted a *Gender Equity and Social Inclusion Strategy* for approval and implementation by the CBA-NBA DDN Project (2007).
- Researched and compiled a bibliography of reports and other documents related to Jamaica's criminal and civil justice system to provide CBA technical resource persons with a base line for its comprehensive review of the Jamaican Justice System.
- Reviewed, analyzed and prepared the petroleum industry's response to the proposed mineral and surface legislation and regulatory processes for Nunavut prior to implementation.
- Instrumental in developing the petroleum industry's recommendations to the *Alberta Agricultural Lease Review Committee* related to the review of its public land administration policy.
- Led a process identifying and assessing the impact of external costs levied on the oil and gas industry in Saskatchewan as well as co-authoring the resulting joint government-industry report which emphasized the benefit of cost reductions to all stakeholders.
- As the coordinator of a team of the petroleum industry fiscal experts, analyzed, developed, authored and presented the petroleum industry's response to the Government of Saskatchewan's *Partnership for Renewal: A Strategy for the Saskatchewan Economy*.
- Collected and analyzed primary data from a variety of sources related to surface land compensation payments made by the petroleum industry in Alberta resulting in the development of the Upstream Petroleum Industry's position paper with respect to same.

IV PUBLIC EDUCATION & COMMUNICATION

- Led the design and development of a public relations program to improve relationships between the petroleum industry and various Alberta rural communities.
- Created a petroleum awareness week in Saskatchewan generating a million dollars in free media coverage.

V LEGAL

Corporate Commercial

- Conducted due diligence for the purchaser of a \$1.1 billion oil and gas acquisition.

- Negotiated and drafted the legal and business terms of commercial agreements for a large oil and gas company.
- Reviewed, prepared and approved confidentiality agreements, conveyance documents and various oil and gas development, participation and operation agreements.

Regulatory Compliance and Advocacy

- Development, review and implementation of best practices, risk assessment and control and emergency management as well as monitoring ongoing compliance with provincial, national and international industry standards related to oil and gas activities.
- Coordinated the petroleum industry's development, assessment and enforcement of the Alberta Orphan Well Abandonment Program.
- As the coordinator of a team of telecommunications experts, researched, analyzed, developed and wrote the petroleum industry's final argument for the 1993/94 AGT and Bell Canada General Rate Increase hearings and attended before the *CRTC* in Calgary and Ottawa.
- Represented the petroleum industry's interests with respect to the abandoned well reclamation program before the *Alberta Energy and Utilities Board*.
- Represented the petroleum industry's interests with respect to federal/provincial jurisdiction of pipelines before the *National Energy Board*.
- Appeared before the *Public Utilities Board* representing a major oil and gas company's interests with respect to rural gas lines.

VI TRANSLATION

- Translation and interpretation of documents related to a Masters program offered jointly through the University of Calgary and the Latin American Energy Organization.
- Translation and interpretation of documents related to Environmental matters in Ecuador.
- Assisted the President of the Canadian Centre for Energy Information with the Spanish language portions of a speech for The North American Forum on Integration's (NAfina) Conference in Monterrey, Mexico "Forging North American Energy Security", April 1 & 2, 2004.
- Translation of Cuban laws and regulations, 2002 – 2003 published in *Cuba: The Regulation of Foreign Investment, English/Spanish*, by Sebastiaan A.C. Berger and Cameron Young, July 2008. (See: http://www.bergeryoung.com/Cuba_regulation_foreign_investment.pdf)

EMPLOYMENT HISTORY

International Institute for Democracy and Electoral Reform (IDEA),

Head of Mission, Kathmandu, Nepal

2014

Women Lawyers Joining Hands (WLJH), Ottawa/Toronto, ON

Co-Founder/Chair

2012-Present

SLM Consulting, Ottawa, ON

International Institute for Democracy and Electoral Assistance (IDEA)

2012-2013

Embassy of Switzerland – Nepal

2013

United Nations Development Programme (UNDP), Support Project for

Constitution Building in Nepal (SPCBN)

2013

The Canadian Bar Association, Ottawa, ON	2006- 2011
International Development	
Project Director, Nepal	2007-2011
Communications Advisor, Jamaica	2006-2007
Acting Project Manager, China	2006
SLM Consulting, Calgary, AB	2003 to 2005
EnCana Corporation	
Centre for Affordable Water and Sanitation Technology	
NATIONAL Public Relations	
Canadian Centre for Energy Information	
Dome Britannia Property Development	
Berger, Young & Associates, Havana, Cuba	2002 to 2003
Consultant: Translator	
Business Strategies International, Havana, Cuba	2002
Consultant: Marketing	
Result Communications, Calgary, AB	2000
Consultant: Strategic Planning	
Canadian Association of Petroleum Producers, Calgary, AB	
Consultant: Regulatory	1999
Manager, Environment and Operations	1993 to 1998
Amoco Canada Petroleum Company Ltd., Calgary, AB	1989 to 1992
Legal Counsel, Business Development Group	
Howard, Mackie, Calgary, AB	1988 to 1989
Associate Lawyer	
Calgary Legal Guidance, Calgary, AB	1986 to 1988
Client Services Lawyer	
Roddie Gordon and McLellan, Nanton, AB	1985 to 1986
Articling Student	

EDUCATION

Certificate of Completion Executive Education in Conflict Analysis and Management Royal Roads University	1998
Juris Doctor (JD) University of Saskatchewan	1985
Bachelor of Arts (BA Hon.), Political Science University of Saskatchewan	1982

AWARDS AND SCHOLARSHIPS

- Journey Prize Nominee for short fiction, *Don't Forget to Dance*, 2001
- Premiers Award of Excellence (Bronze), Government of Alberta 2000
- Senior Moot Court Prize, Law Society of Saskatchewan, 1985
- Robert E. Bamford Memorial Award (advocacy), College of Law, University of Saskatchewan, 1984-85
- Undergraduate Scholarship, University of Saskatchewan, 1982