



**ANNUAL**  
**REPORT**  
**2017**



**CYRUS R. VANCE CENTER**  
FOR INTERNATIONAL JUSTICE

**NEW YORK**  
**CITY BAR**



## WHERE THE VANCE CENTER OPERATES:

AFGHANISTAN ALBANIA ALGERIA ANDORRA ANGOLA  
ARGENTINA ARMENIA AUSTRALIA AUSTRIA BAHRAIN  
BANGLADESH BELARUS BELGIUM BERMUDA BHUTAN  
BOLIVIA BRAZIL BULGARIA BURUNDI CAMBODIA  
CAMEROON CANADA CAYMAN ISLANDS CENTRAL  
AFRICAN REPUBLIC CHILE CHINA COLOMBIA COMOROS  
THE DEMOCRATIC REPUBLIC OF CONGO COSTA RICA  
CYPRUS CZECH REPUBLIC DENMARK DJIBOUTI  
DOMINICAN REPUBLIC ECUADOR EGYPT EL SALVADOR  
ETHIOPIA FIJI FRANCE GAMBIA GEORGIA GERMANY  
GUATEMALA GUINEA HONDURAS ICELAND INDIA  
INDONESIA IRAN IRAQ JAMAICA JAPAN JORDAN  
KAZAKHSTAN KENYA KIRIBATI DEMOCRATIC REPUBLIC  
OF KOREA KUWAIT KYRGYZSTAN LATVIA LAO  
PEOPLE'S DEMOCRATIC REPUBLIC LEBANON LITHUANIA  
MACEDONIA MADAGASCAR MALAWI MALAYSIA  
MALDIVES MALTA MARSHALL ISLANDS MAURITANIA  
MAURITIUS MEXICO MICRONESIA MONACO MONGOLIA  
MOROCCO MYANMAR NAURU NEPAL NEW ZEALAND  
NICARAGUA NORWAY OMAN PANAMA PAPUA NEW  
GUINEA PARAGUAY PERU PHILIPPINES PORTUGAL  
QATAR REPUBLIC OF KOREA RUSSIAN FEDERATION SAN  
MARINO SAUDI ARABIA SEYCHELLES SLOVAKIA  
SOLOMON ISLANDS SOUTH AFRICA SPAIN SRI LANKA  
SURINAME SYRIAN ARAB REPUBLIC SWAZILAND  
SWEDEN TAJIKISTAN THAILAND TOGO TONGA  
TRINIDAD AND TOBAGO TUNISIA TURKEY  
TURKMENISTAN TUVALU UKRAINE UNITED ARAB  
EMIRATES UNITED KINGDOM UNITED STATES UNITED  
REPUBLIC OF TANZANIA URUGUAY UZBEKISTAN  
VANUATU VENEZUELA VIETNAM YEMEN

**The Vance Center** advances global justice by engaging lawyers across borders to support civil society and an ethically active legal profession.

The Vance Center is a unique collaboration of international lawyers catalyzing public interest innovation. A non-profit program of the New York City Bar Association, we bring together leading law firms and other partners worldwide to pioneer international justice initiatives and provide pro bono legal representation to social justice NGOs and others.



### VANCE CENTER STAFF

**Maria Antonia Tigre**  
Senior Attorney, Environment Program

**Brenda Kombo**  
Africa Program Manager

**Leire Larracochea San Sebastián**  
Director of Pro Bono Practice

**Alexandra Zetes**  
Human Rights Fellow

**Susan M. Kath**  
Director, Environment Program

**Karina Benzaquen**  
Communications and Development  
Associate

**Alexander Papachristou**  
Executive Director

**Linda Maria Wayner**  
Associate Executive Director

**Marie-Claude Jean-Baptiste**  
Programs Director





# HIGHLIGHTS OF THE YEAR

2017 was a year of further expansion for the Vance Center. We confirmed the new structure and procedures for the Pro Bono Network of the Americas, welcomed a new clearinghouse member in Uruguay, and began planning the first annual conference to be held in Mexico City in March 2018. Our Director of Pro Bono Partnerships also made great progress towards establishing a pro bono clearinghouse in Spain. The Lawyers Council for Civil and Economic Rights in the Americas developed strategic initiatives against corruption and in support of civil society. The Women in the Profession program's 18 national chapters undertook diversity and pro bono programs, regularly sharing ideas and results. Our Africa Program Manager relocated to Nairobi, Kenya, focusing on pro bono practice there and exploring opportunities for the WIP program there and in South Africa. We brought African Legal Fellows from Kenya, Nigeria, and South Africa and explored how to expand the program with more fellows and additional countries. The Human Rights and Access to Justice Program began a Business and Human Rights initiative, including pro bono representation and conferences, and secured a 3-year grant from the Novo Foundation to analyze and reform incarceration of women in the global South. The Environment Program focused on justice for environmental defenders and the international legal response to climate change, among other matters. Through the work of the Good Governance Program, the International Consortium of Investigative Journalists became independent and other nonprofit journalism organizations received advice and legal defense. The Vance Center Committee added new members from existing and new law firms.



*Alexander Papachristou,  
Executive Director*

## PRO BONO REPRESENTATION

The Vance Center represented 47 NGOs and international organizations in 81 matters, with co-counseling by 333 lawyers from 97 law firms in 32 countries.

## FINANCES

Our funding and expenses grew modestly, and we finished the year breakeven. We received grants from the Novo Foundation and the Chubb Rule of Law Fund, among others.



### VANCE CENTER CO-CHAIRS



Elchi Nowrojee



Sabrena Silver



Antonia E. Stolper



S. Todd Crider



Edwin S. Maynard

### VANCE CENTER EXECUTIVE SUB-COMMITTEE

## THE VANCE CENTER WORKS IN TWO BASIC WAYS:

We give **pro bono legal advice and support** to non-governmental organizations and international governmental bodies worldwide; and we collaborate with lawyers internationally to **strengthen pro bono practice and diversity** in the legal profession.

# 1

### WE GIVE PRO BONO HELP IN THREE THEMATIC AREAS

- HUMAN RIGHTS AND ACCESS TO JUSTICE
- ENVIRONMENT
- GOOD GOVERNANCE

# 2

### WE STRENGTHEN THE LEGAL PROFESSION IN DIVERSITY AND PRO BONO PRACTICE

We envision lawyers worldwide enjoying equal access and accommodation in their professional lives and sharing engagement in fundamental human rights, a sustainable environment, and fair, open governance.

- AFRICAN LEGAL FELLOWS PROGRAM
- WOMEN IN THE PROFESSION PROGRAM
- LAWYERS COUNCIL FOR CIVIL AND ECONOMIC RIGHTS IN THE AMERICAS
- PRO BONO NETWORK OF THE AMERICAS
- BUSINESS AND HUMAN RIGHTS PROGRAM
- AMICUS SUPPORT PROJECT

# THE LATIN AMERICA PROGRAM

The Vance Center got started when lawyers in Buenos Aires invited lawyers at the New York City Bar Association to collaborate on developing pro bono practice in Argentina. These roots have spread throughout the region into the Pro Bono Network of the Americas.



LEIRE LARRACOECHEA SAN SEBASTIÁN Director of Pro Bono Practice



KARINA BENZAQUEN Communications and Development Associate



## LAWYERS COUNCIL FOR CIVIL AND ECONOMIC RIGHTS

The Lawyers Council is an innovative peer-to-peer engagement of lawyers from 15 Latin American countries seeking to devise affirmative, sustained responses to systemic challenges to the rule of law and fundamental rights in the region. The recent rise of populism throughout the hemisphere compounds inveterate problems of wealth and income inequality, gender, race, and ethnic inequity and bias, and inattention to the public interest.



In 2017, the Council held its annual in-person meeting in Buenos Aires to plan activities for the year. The Council's subcommittee on supporting civil society surveyed non-profit organizations in Latin America to assess urgent needs and potential Council interventions. The anti-corruption subcommittee considered existing surveys of national legislation and potential transnational initiatives. The Council membership consists of private sector lawyers active in bar associations, NGO boards, and pro bono practice:

Carolina Zang (Argentina)  
Zang Bernal Vines

Alfonso Carrillo (Guatemala)  
Carrillo & Asociados

Jose Alfredo Martinez de Hoz (Argentina)  
Pérez Alati Grondona Benites & Arntsen

Carlos del Rio (Mexico)  
Creel, García-Cuéllar, Aiza y Enríquez, S.C.

Luciana Cossermelli Tornovsky (Brazil)  
Demarest Abogados

Valeria Chapa (Mexico)  
Honeywell International

Roberto Quiroga (Brazil)  
Mattos Fihlo

Ramón Ricardo Arias (Panama)  
Galindo, Arias & Lopez

Pablo Guererro (Chile)  
Barros & Errázuriz Abogados

Alberto Rebaza (Peru)  
Rebaza, Alcázar & De las Casas

Paula Samper Salazer (Colombia)  
Gómez-Pinzon

Todd Crider (United States)  
Simpson Thacher & Bartlett

Vivian Liberman (Costa Rica)  
BLP

Antonia Stolper (United States)  
Shearman & Sterling

Mary Fernández (Dominican Republic)  
Headrick, Rizik, Alvarez & Fernández

Marcela Hughes (Uruguay)  
Hughes & Hughes

Hernan Perez Loose (Ecuador)  
Coronel & Perez Abogados

Fernando Pelaez-Pier (Venezuela)  
Hoet Pelaez Castillo & Duque



# WOMEN IN THE PROFESSION PROGRAM

The Vance Center's WIP Program promotes the advancement of women in the legal profession and pursues pro bono practice to enhance the legal status of women in general. An International Steering Committee of 48 leading practitioners from 18 countries oversees a network of 19 chapters in 18 Latin American countries. Each chapter provides a platform to share ideas and create initiatives supporting the professional development of women lawyers and organizes projects to assist women's organizations in their communities.

Membership across all WIP chapters grew by an average of twenty-two percent in 2017. Mentorship for women lawyers and law students was a key area of focus, as chapters in Brazil, Bolivia, Chile, Mexico, and Peru developed programs and/or events to discuss this critical career tool. Argentine and Guatemalan chapters focused on leadership training, through seminars and longer programs.

In June, the Vance Center, in collaboration with the New York City Bar Association's Diversity and Inclusion Program, hosted a conference "Diversity and Inclusion in the Latin America Legal Profession", welcoming a broad representation of speakers and attendees. Former U.S. Ambassador Mari Carmen Ponte gave the keynote address, describing the challenges that Latinas face in today's legal market. Topics included inclusion and retention by law firms, developing and promoting flexible work programs, and networking and support groups.



**An International Steering Committee of 48 leading practitioners from 18 countries oversees a network of 19 chapters in 18 Latin American countries. Its members are:**

- Carolina Zang; Patricia Lopez Aufranc (Argentina)
- Carolina Aguirre; Mariana Pereira (Bolivia)
- Ana Amelia Abreu; Raquel Stein (Brazil-Porto Alegre)
- Esther Nunes; Moira Huggard-Caine (Brazil-Sao Paulo)
- Carolina Menichetti; Patricia Silberman (Chile)
- Claudia Barrero; Paula Samper (Colombia)
- Andrea Saenz; Vivian Liberman (Costa Rica)
- Marielle Garrigo; Mary Fernandez (Dominican Republic)
- Margarita Zambrano; Paola Gachet (Ecuador)
- Michelle de Gutierrez; Morena Zavaleta (El Salvador)

- Gabriela Roca; Ruby Asturias (Guatemala)
- Guadalupe Martinez Casas; J. Vanessa Ouelí (Honduras)
- Bertha Ordaz; Valeria Chapa (Mexico)
- Gloria de Alvarado; Minerva Bellorín (Nicaragua)
- Cristina Lewis; Erika Villarreal (Panama)
- Tamara Serrati; Marysol Estigarribia (Paraguay)
- Fatima De Romaña; Nathalie Paredes (Peru)
- Antonia Stolper; Carrie H. Cohen; Julissa Reynoso; Lorraine McGowen; Marcia Maack; Patricia Menéndez-Cambo; Ruti Smithline; Sabrena Silver; Taisa Markus (United States)
- Corina Bove; Marcela Hughes (Uruguay)
- Margarita Escudero; Maritza Meszaros (Venezuela)

# PROMOTING PRO BONO PRACTICE

The Vance Center itself began as a transnational endeavor to imbed pro bono practice in the Latin American legal profession. With partners in Argentina, Chile, and [add countries], we drafted and promoted the Pro Bono Declaration of the Americas, a formal commitment to pro bono work, now with more than 550 law firm and other signatories from 22 countries. Pro bono clearinghouses took root, with our help in 14 countries, and in 2011, they came together as the Pro Bono Network of the Americas.

## IN 2017:

We completed the institutionalization of the Pro Bono Network of the Americas, with governance and communications mechanisms, and started planning the 2018 Conference for Pro Bono Practice in the Americas.

We supported local efforts in Cordoba (Argentina), Guatemala, Medellin (Colombia), Panama, and Uruguay to encourage institutionalizing their pro bono work.

26 new law firms from 4 countries signed the Pro Bono Declaration of the Americas.

We shepherded the development of the first broad-based pro bono clearinghouse in Spain, with the support of 28 Spanish and international law firms.

### Pro Bono Network Members from Latin America:



*"The Vance Center has been an invaluable guiding light for Fundacion Pro Bono Guatemala. The professionalism and commitment of the Pro Bono Practice team at the Vance Center ignited the spark of institutionalizing pro bono work in Guatemala through a clearing house that will allow both the enhancement of our standards and the amount of legal pro bono work provided in our country."*

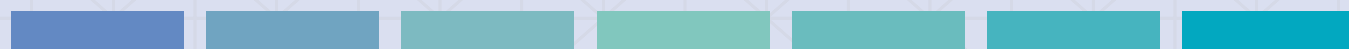
Claudia Murga, Fundacion Pro Bono Guatemala Executive Director

# THE AFRICA PROGRAM

Helping overcome the legacy of apartheid was a foundational initiative of the Vance Center, which took shape as the South African Legal Fellows program.



BRENDA KOMBO  
Africa Program Manager



We also have pursued pro bono projects with local and international partners in Southern, West, and East Africa, and supported the African Court of Human and People's Rights. In 2016, our first Africa Program Manager began to coordinate and strengthen our engagement on the continent.

## IN 2017

We engaged with the alumni of the South African Legal Fellows program to establish an organization to support their ongoing mentoring and pro bono activities.

Our African Program Manager relocated to Kenya to pursue pro bono practice there and elsewhere in the region, among other initiatives.

We hosted a delegation from Strathmore Law School in Nairobi to initiate collaboration on pro bono practice in Kenya.

We undertook pro bono work on the laws of 28 African countries, notably the Central African Republic, Kenya, and South Africa.

## AFRICAN LEGAL FELLOWS PROGRAM



46 South African lawyers of color have worked at 21 law firms and corporate legal departments over 16 years to develop their transactional skills, expand their professional networks, and gain exposure to pro bono practice.

In 2016, we expanded the program to include lawyers from Kenya and Nigeria, and two from each country have participated. In 2017, the program included:

Opeoluwa Osinubi,  
from Olaniwun Ajayi (Nigeria) at Shearman & Sterling

Mbali Khumalo,  
from Bowmans (South Africa); at Morrison & Foerster;

Naeem Hirani,  
from Anjarwalla & Khanna (Kenya); at Cleary Gottlieb.



# THE HUMAN RIGHTS AND ACCESS TO JUSTICE PROGRAM

works to protect individuals from discrimination, violence, injustice, and corruption, as well as supporting international human rights bodies committed to such protection.



MARIE-CLAUDE  
JEAN-BAPTISTE  
Programs Director



ALEXANDRA ZETES  
Human Rights Fellow

## WHAT WE DID AND WHAT OUR CLIENTS SAID IN 2017

### **Trial International – Ensuring Access to Justice for Victims of Torture**

We conducted comparative research on access to justice for victims of torture in domestic courts which TRIAL International presented at a hearing before the Grand Chamber of the European Court of Human Rights in the case *Naït-Liman v. Switzerland*.

*“The Vance Center was hugely supportive and very efficient in putting together, in a short time, a highly useful and detailed comparative study which we could not have drafted ourselves.”*

Philip Grant  
Director, Trial International

### **Asia Catalyst – Advocacy against Compulsory Detention of Sex Workers in Asia**

We researched the legal framework and conditions of compulsory detention centers for sex workers in Thailand, Myanmar, Vietnam, and Cambodia to support advocacy by local community groups, civil society organizations, and the international community for the closing of these centers where sex workers suffer a wide range of human rights abuses.

*“The Vance Center has become a critical legal resource for our work with marginalized communities in Asia. The legal review of detention centers for sex workers in four countries in this region provided valuable information on this topic that has long been ignored, and lays solid ground for Asia Catalyst’s future documentation and advocacy to abolish these centers.”*

Shen Tingting  
Director of Advocacy, Research, and Policy  
Asia Catalyst



# THE ENVIRONMENT PROGRAM

promotes conscientious stewardship of natural resources and the human rights obligations underpinning a sustainable environment and climate change.



SUSAN KATH  
Director, Environment Program



MARIA ANTONIA TIGRE  
Senior Attorney,  
Environment Program



## WHAT WE DID AND WHAT OUR CLIENTS SAID IN 2017

We advised International Rivers, an organization dedicated to the protection of river ecosystems and the rights of communities that depend on them, on options for enhancing the legal frameworks to safeguard critical watersheds in Colombia and Peru's Amazon Basin, including protection of water sources in the territories of indigenous peoples.

*"We at International Rivers have had a great experience in working with the Vance Center on developing legal briefs to support our efforts to achieve permanent protection for rivers globally. Their experience, dedication and promptness in attending each case has provided very useful results to achieve our goals. We hope to continue working with the environment team in this capacity. We are grateful!"*

Monti Aguirre, Latin America Program Coordinator,  
International Rivers

We have supported the UN Special Rapporteur on Human Rights and the Environment over five years to establish the right to a safe, clean, healthy and sustainable environment. During 2017, our research focused on confirming the rights to the environment of children and future generations under international human rights law and international environmental law, to ensure the best interests of children as a primary consideration in all environmental decision-making and the recognition of the human right to a healthy environment.

*"For the last five years, the Vance Center has provided invaluable assistance to my work as the first UN Special Rapporteur on human rights and the environment. Most recently, the Center's research was an integral part of my report to the UN Human Rights Council on children's rights and the environment."*

Professor John Knox, UN Special Rapporteur



# THE GOOD GOVERNANCE PROGRAM

pursues openness and honesty in government, supporting civil society and independent journalism to hold officials and institutions accountable.



ALEXANDER  
PAPACHRISTOU  
Executive Director

## WHAT WE DID AND WHAT OUR CLIENTS SAID

The Organized Crime and Corruption Reporting Project sought advice on setting up a site for sharing data on wide-scale, high-level corruption in South Africa and introduced us to many local investigative journalism partners facing threats for their disclosures of official criminality in Europe and the former Soviet Union.

*We've called on the Vance Center as a trusted counsellor many times over the last year, often at the last minute, and it always provided the help we sought, including law firms in Europe and the United States to protect and defend us and our partners from legal troubles and expense.*

Drew Sullivan, Co-Executive Director

DKT International, one of the world's largest providers of family planning, HIV/AIDS prevention and safe abortion products and services, requested information about the family planning laws and practices in 11 countries around the world, as well as advice on its international legal structure.

*The Vance Center managed to organize research on complex, sensitive issues by qualified lawyers in a wide variety of jurisdictions, which it presented cogently and pragmatically. It also has taken the initiative to recommend measures to strengthen our operations, which we greatly appreciate.*

Chris Purdy, President and CEO

## BY THE NUMBERS

CLIENTS SERVED: **47**

PRO BONO PROJECTS: **81**

### OUR STAFF:

LAWYERS: **8**

ADMINISTRATOR: **1**

PRO BONO LAWYERS: **333**

PRO BONO LAW FIRMS: **97**

US LAW FIRMS: **22** NON-US: **75**

	FY 2017-18	FY 2015-16
REVENUE:	\$957,063	\$880,000
EXPENSES:	\$957,063	\$857,651
PRO BONO CONTRIBUTIONS:	\$6,500,000	\$6,300,000
IN-KIND SUPPORT:	\$123,500	\$164,845

## SOURCES OF SUPPORT

ALLEN & OVERY  
ARENT FOX  
CLEARY GOTTlieb STEEN & HAMILTON  
COVINGTON & BURLING  
CLIFFORD CHANCE  
DAVIS POLK & WARDWELL  
DEBEVOISE & PLIMPTON  
FRESHFIELDS BRUCKHAUS DERINGER  
GREENBERG TRAUERIG  
HOGAN LOVELLS  
HUGHES HUBBARD  
LINKLATERS  
MAYER BROWN

MILBANK, TWEED, HADLEY & MCCLOY  
MORRISON & FOERSTER  
ORRICK, HERRINGTON & SUTCLIFFE  
PAUL HASTINGS  
PAUL, WEISS, RIFKIND, WHARTON & GARRISON  
PROSKAUER ROSE  
SIMPSON THACHER & BARTLETT  
SHEARMAN & STERLING  
SKADDEN, ARPS, SLATE, MEAGHER & FLOM  
SULLIVAN & CROMWELL  
WEIL, GOTSHAL & MANGES  
WHITE & CASE  
WINSTON & STRAWN

# VANCE CENTER COMMITTEE

Leading lawyers from international law firms and the corporate and public sectors in New York City, constituted as a Special Committee of the New York City Bar Association, provide strategic direction, core financial support, and pro bono leadership.

## CO-CHAIRS:

**Eruch P. Nowrojee, Chair** | The Carlyle Group

**Sabrena Silver, Chair** | White & Case

## EXECUTIVE SUB COMMITTEE:

**Edwin S. Maynard** | Paul, Weiss, Rifkind, Wharton & Garrison

**S. Todd Crider** | Simpson Thacher & Bartlett

**Antonia E. Stolper** | Shearman & Sterling

## LAW FIRM MEMBERS:

**Maurice Blanco** | Davis Polk & Wardwell

**Rachel Brandenburger** | Hogan Lovells

**Hunter T. Carter** | Arent Fox

**Robert Cusumano**

**David Flechner** | Allen & Overy

**Michael L. Fitzgerald and Veronica Rodriguez** | Paul Hastings

**Ruben Kraiem** | Covington & Burling

**Dietmar W. Prager** | Debevoise & Plimpton

**Richard L. Levine** | Weil, Gotshal & Manges

**Marcia Tavares Maack** | Mayer Brown

**Carlos Martinez** | Proskauer Rose

**Ted Mayer** | Hughes Hubbard & Reed

**Lorraine S. McGowen** | Orrick, Herrington & Sutcliffe

**Patricia Menendez- Cambo, and Randy A. Bullard** | Greenberg Traurig

**Maria Elena Millerman and Taisa Markus** | White & Case

**Christopher Morvillo and Janet Whittaker** | Clifford Chance

**Marcelo Mottes** | Milbank

**Inosi M. Nyatta and Werner Ahlers** | Sullivan & Cromwell

**Vijaya Palaniswamy** | Linklaters

**Julissa Reynoso** | Winston & Strawn LLP

**Paul T. Schnell and Rossie Turman III** | Skadden, Arps, Slate, Meagher & Flom

**Ruti Smithline and Carrie Cohen** | Morrison & Foerster

**Michael Volkovitsch** | Cleary Gottlieb

**Timothy Wilkins** | Freshfields Bruckhaus Deringer

## CORPORATE COUNSEL MEMBERS:

**David E. McCraw** | The New York Times Company

**David J. Sorkin** | Kohlberg Kravis Roberts & Co

## PUBLIC SERVICE MEMBERS:

**Hon. George B. Daniels** | U.S District Court for the Southern District of New York

**Elsie N. Vance**

## EMERITUS MEMBERS

**Michael A. Cooper** | Sullivan & Cromwell

**Evan A. Davis** | Cleary Gottlieb Steen & Hamilton

## EX-OFFICIO MEMBERS

**Alexander Papachristou** | Executive Director, Vance Center

**Bret Parker** | Executive Director, New York City Bar Association

**John S. Kiernan** | President, New York City Bar Association



**Hunter T. Carter**



**Michael L. Fitzgerald**



**Elena Millerman**



**Rachel Brandenburger**



**Michael Volkovitsch**



**Vijaya Palaniswamy**

# INTERNATIONAL COUNCIL:

## Hon. Louise Arbour

Former UN High Commissioner for Human Rights

## Hon. Hans Corell

Former UN Under-Secretary General for Legal Affairs

## Hon. Richard J. Goldstone

Former Justice Constitutional Court of South Africa

**Hon. Juan E. Mendez** | UN Special Rapporteur on Torture and Other Cruel, Inhuman or Degrading Treatment or Punishment

**WE PROUDLY TAKE OUR NAME FROM CYRUS R. VANCE** – FORMER U.S. SECRETARY OF STATE, NEW YORK CITY BAR ASSOCIATION PRESIDENT, AND PROMINENT PRIVATE LAWYER – WHO EXEMPLIFIED IRONCLAD COMMITMENT TO FUNDAMENTAL RIGHTS THROUGH COLLABORATIVE PROBLEM SOLVING.



CYRUS R. VANCE JR.



CYRUS R. VANCE



ELSIE VANCE





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**CYRUS R. VANCE CENTER**  
**FOR INTERNATIONAL JUSTICE**