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**ARTICLE TITLED: 'HOW TO INCREASE THE EFFECTIVENESS OF REGIONAL ORGANIZATIONS?'**

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I had the honor to participate in the prestigious Antalya Diplomacy Forum (ADF) as a speaker in a panel entitled How to increase the effectiveness of Regional Organizations? I herewith wish to share some of the background thoughts which helped formulate my brief intervention during this event; these thoughts do not necessarily refer to the Organization of the Black Sea Economic Cooperation and its Permanent International Secretariat (BSEC PERMIS), the Secretary General of which I had the pleasure and honor to be for the last six years.

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