

# Contents

## Interorganizational Cooperation:

1. Interorganizational Cooperation: Opening the Black Box	1
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### Part I Theory Development

2. Interorganizational Cooperation: A Resource Dependence Approach	19
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### Part II Case Study Analysis: NATO–UN Cooperation

3. Bosnia: From Intervention to the Dayton Agreement, 1992–1995	37
4. Kosovo: From Intervention to Independence, 1998–2008	57
5. Afghanistan: From Intervention to Transition, 2003–2011	103
6. The Logic of Interorganizational Cooperation	155

References	171
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Index	207
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<sup>1</sup> Willy Claes, quoted in Carls 1994. <sup>2</sup> Mendickson 2005, chap. 3.  
<sup>3</sup> See NATO 1991, para. 3.  
<sup>4</sup> Housien 2005, 10. For the purpose of this study, the EU is treated as an international organization. While the EU is a unique institution in many regards, the EU's Common Foreign and Security Policy is broadly comparable to the decision-making system and policy implementation of other IOs in crisis management.