# Online Appendix for "Complex survival: institutional overlap and the different forms of international organization termination"

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#### Introduction to the Online Appendix

This document contains supplementary materials for my paper "Complex survival: institutional overlap and the different forms of international organization termination."

It includes additional analyses, robustness checks, and detailed methodological discussions that complement the main paper.

### Discussion on survival analysis and competing risks

Here, I present a brief explanation of the quantities of interest in survival analysis and competing risks analysis. For political science, Box-Steffensmeier and Jones (2004) remains the most relevant introduction. Recently, Flores (2022) published a new guide on survival analysis for social scientists.<sup>1</sup> His book is a very important contribution to this area, bringing to political science some of the advances in survival analysis that occurred in the two-decade interval between his book and Box-Steffensmeier and Jones'.

To elaborate my explanation below on competing risks analysis, I build upon the works of Austin et al. (2016), Flores (2022), Geskus (2024), Kalbfleisch and Schaubel (2023), Latouche et al. (2013), Putter et al. (2007), Putter et al. (Putter et al., 2020), and Therneau et al. (2024). For better flow in the explanation of these issues, I chose to explicitly mention their works here rather than in the body of the text. All analyses and explanations come from these works.

One of the most important quantities of interest in survival analysis is the hazard rate ( $\lambda(t)$ ). The hazard rate is the conditional probability of failure, i.e., the instantaneous rate of occurrence of the event of interest. In simple survival analysis, in the absence of competing risks, the hazard rate is defined as:

$$\lambda(t) = \lim_{\Delta t \to 0} \frac{P(t \le T < t + \Delta t \mid T \ge t)}{\Delta t} = \frac{f(t)}{S(t)}$$
(1)

Here f(t) is the probability density function of the variable T, and S(t) is the survival function  $(S(t) = 1 - F(t) = \Pr(T \ge t))$ . In this simple case, for the Cox proportional hazards model, we have the following:

$$\lambda(t \mid Z) = \lambda_0(t) \exp(\beta^{\top} Z) \tag{2}$$

where  $\beta$  is a vector of regression coefficients, Z is a vector of covariates, and  $\lambda_0(t)$  represents the baseline hazard.

Before really entering into the discussion of the two approaches to competing risks, it is important to define one of the main quantities of interest here, the cumulative incidence function (CIF). The CIF for the k-th cause is defined as:

$$I_k(t) = \Pr(T < t, D = k), \tag{3}$$

<sup>&</sup>lt;sup>1</sup>I'm particularly indebted to Prof. Alex Flores for gently sending me the paperback edition of his book. Without his act of pure kindness and academic commitment, my process of learning these methods would have been significantly harder.

where D is a variable denoting the type of event. It is basically the probability of failing from a given cause k before time t. The cumulative incidence is a special case of the Aalen-Johansen estimator, which is why it is possible to use this estimator to calculate it. We will return to the discussion about the CIF right back, but now it is important to stress the differences in the types of hazard functions.

In the presence of competing risks, where there are multiple events of interest, there are two possible approaches to the hazard functions: the cause-specific hazard function and the subdistribution hazard function. The cause-specific hazard function is defined as follows:

$$\lambda_k(t) = \lim_{\Delta t \to 0} \frac{\Pr(t \le T < t + \Delta t, D = k \mid T \ge t)}{\Delta t} \tag{4}$$

where  $\lambda_k(t)$  is the cause-specific hazard function for cause k. Here, when an individual experiences a competing event, he leaves the risk set. Therefore, in the cause-specific approach, the hazard function is the instantaneous rate of occurrence of the k-th event in individuals who have not yet experienced any event. In a Cox regression, in this case, individuals who experience an event different from k are treated as censored. Importantly, each cause is assumed to have its own baseline hazard function. In terms of cause-specific hazards, the CIF is expressed as follows:

$$I_k(t) = \int_0^t \lambda_k(s)S(s) \, ds \tag{5}$$

Here, events from causes other than k are treated as censored. Therefore, the naive Kaplan–Meier estimate is given by:

$$1 - S_k(t) = \int_0^t \lambda_k(s) S_k(s) ds \tag{6}$$

Comparing this with the immediately anterior equation we see an important difference. S(s) is replaced by  $S_k(s)$ . Since  $S(t) \leq S_k(t)$ , we have  $I_k(t) \leq 1 - S_k(t)$ . Here resides precisely that bias described in the first paragraph of section 5.2 of the paper. The artificial censoring of units that do not fail for the right reason causes that bias, which makes the Kaplan-Meier estimator inappropriate in the presence of competing risks.

However, the cause-specific approach does not allow for the estimation of the covariate effects on the CIFs. This is because the CIF for cause k not only depends on the hazard of k, but also on the hazards of all other causes. In some cases, the direction of the relationship on the cumulative scale can even reverse. The proposed solution for this problem was given by Fine and Gray in their 1999 paper. There they introduce the subdistribution hazard function, which has the following format:

$$\gamma_k(t) = \lim_{\Delta t \to 0} \frac{\operatorname{Prob}(t \le T \le t + \Delta t, D = k | T \ge t \cup (T \le t \cap K \ne k))}{\Delta t}$$
(7)

Different from the cause-specific approach, it is possible to see that the risk set includes those who have not experienced an event yet and those who have previously experienced a competing event). The main difficulty here is that the occurrence of D = k precludes the occurrence of any other  $D \neq k$ . The solution from Fine and Gray involves defining the distribution function for the

improper random variable  $T^*$  as follows:

$$T^* = I(D = k)T + I(D \neq k)\infty.$$
(8)

As discussed earlier, the hazard rate is the ratio f(t)/S(t) and both can be expressed as functions of the CIF. Therefore:

$$\gamma_k(t) = -\frac{d\log(1 - I_k(t))}{dt} \tag{9}$$

The two models presented here have advantages and disadvantages, and a researcher must be aware of these differences when interpreting the results. The cause-specific approach, which is the multi-state approach for competing risks, is more straightforward in terms of estimation and interpretation. It is fundamental to distinguish the interpretation about the incidence rate and the hazard rate. If one is aware that it does not estimate the covariate effect on the CIFs and explicitly explains that in the discussion, this is perhaps the most immediate choice regarding competing risks for political science.

Multi-state survival models are starting to become more popular in political science (Metzger and Jones, 2016). However, the use of competing risks models in political science is still somewhat rare, especially in the study of international organizations. A brief search in Google Scholar reported very few articles in this area that use these approaches and provide a comprehensive discussion of these methods in international relations.

Most of the literature I used to write this section is medical literature and is concerned with medical problems, which are different from political science problems and research questions. However, their insights about which approach is more appropriate to which question are still relevant here. This literature tends to defend that cause-specific hazards are more appropriate for addressing epidemiological questions of etiology and subdistribution hazards for clinical prediction models. Moreover, when the focus is on understanding the underlying mechanisms of a given process, this medical literature tends to favor cause-specific hazards.

Perhaps for political science, the inferential<sup>2</sup> question is the most important. Here, the standard procedure established by Latouche et al. (2013) can be adapted and used in political science for a more appropriate analysis of competing risks. Some of the most important recommendations are:

- Using a distinct terminology for each model of the hazard ratio, namely cause-specific hazards for the Cox model and subdistribution hazards for the Fine and Gray model;
- Reporting all the cause-specific hazards;
- Reporting the subdistribution hazard for the event of interest and the subdistribution hazard for the competing event;
- Presenting the results in a unified interpretation, so as to connect and reconcile results from the two sets of models;

<sup>&</sup>lt;sup>2</sup>The discussion about causality, even in the context of competing risks in medical literature, is really complex and exceeds the scope of our discussion here.

• Explicitly checking the proportional hazards assumption for the Cox and Fine and Gray models.

In my article I tried to follow these recommendations, with the small difference that I reported the coefficients rather than the hazard ratios, which appears to be a more straightforward approach for a political science audience. Jones and Metzger (2019), while giving recommendations for duration models in a broader sense, also provide an important framework for political scientists interested in these discussions.

Table A1: Descriptive statistics

Variable	Mean	SD	Median	Min	Max
IO death	0.010	0.101	0	0	1
Duration	27.884	25.249	21	1	200
Institutional overlap	0.023	0.026	0.015	0	0.274
Number of members	29.190	37.619	16	1	193
Number of living IOs	236.502	106.035	286	0	336
Policy scope	1.841	1.062	2	0	8
Governance mandates	3.538	1.572	3	0	8
Institutionalization	3.183	1.497	3	0	6

Table A2: IOs that ended due to contract-based terminations

Acronym	Organization Name	Birth	Death	Type
AMSC	African and Malagasy Sugar	1966	1977	Dissolution
	Council			
ACI	African Cultural Institute	1971	1999	Dissolution
AMCO	African Malagasy Coffee	1960	2007	Dissolution
	Organization			
OCAM	Afro-Malagasy Union	1961	1985	Dissolution
AITIC	Agency for International	2004	2011	Dissolution
	Trade Information and Coop-			
	eration			
ASPAC	Asian and Pacific Council	1966	1973	Dissolution
Corg	Caribbean Organization	1960	1965	Dissolution
CAMSF	Central American Monetary	1969	1991	Dissolution
	Stabilization Fund			
CARII	Central American Research	1956	1997	Dissolution
	Institute for Industry			
CPAB	Central Pan American Bureau	1927	1949	Dissolution
	of Eugenics and Homiculture			
CENTO	Central Treaty Organization	1955	1979	Dissolution
CIFC	Commission for International	1905	1914	Dissolution
	Financial Control in Macedo-			
	nia			
CHSTEA	Conference of Heads of State	1960	1968	Dissolution
	of Equatorial Africa			
CMEA	Council for Mutual Economic	1949	1991	Dissolution
	Aid			
EACM	East African Common Market	1967	1977	Dissolution
EMB	Empire Marketing Board	1926	1933	Dissolution
ECCD	European Commission for	1856	1939	Dissolution
	Control of the Danube			
ECCPIF	European Company for	1957	1984	Dissolution
	Chemical Processing of Ir-			
	radiated Fuels			
FEC	Far East Commission	1945	1951	Dissolution
				Continued

Acronym	Organization Name	Birth	Death	Type
GLACSEC	Group of Latin American and	1974	2001	Dissolution
	Caribbean Sugar Exporting			
	Countries			
G3	Group of Three	1995	2006	Dissolution
GCRSNC	Guidance Committee for	1993	1999	Dissolution
	Road Safety in Nordic Coun-			
	tries			
IARA	Inter-Allied Reparation	1946	1955	Dissolution
	Agency			
IARHC	Inter-Allied Rhineland High	1919	1934	Expiry
	Commission			
IAII	Inter-American Indian Insti-	1940	1953	Dissolution
	tute			
IARadiO	Inter-American Radio Office	1937	1963	Dissolution
IATB	Inter-American Trademark	1917	1944	Dissolution
	Bureau			
IBI	Intergovernmental Bureau for	1974	1991	Dissolution
	Informatics			
IAMLO	International African Migra-	1952	1985	Dissolution
	tory Locust Organization			
IATSJ	International Arbitration	1907	1916	Dissolution
	Tribunal at San Jose			
IAS	International Association of	1903	1922	Dissolution
	Seismology			
IARuhr	International Authority for	1949	1953	Dissolution
	the Ruhr			
IBCS	International Bureau of Com-	1913	1935	Dissolution
	mercial Statistics			
ICCSLT	International Commission	1865	1958	Dissolution
	of the Cape Spartel Light in			
	Tangier			
ICTM	International Commission on	1908	1939	Dissolution
	the Teaching of Mathematics			
IJO	International Jute Organiza-	1984	2001	Expiry
	tion			- 0
IMBSlav	International Maritime Bu-	1890	1909	Dissolution
	reau Against the Slave Trade			
INRO	International Natural Rubber	1980	1999	Expiry
	Organization			2 0
				Continued

Acronym	Organization Name	Birth	Death	Type
IRO	International Refugee Organi-	1946	1952	Dissolution
	zation			
IRU	International Relief Union	1927	1968	Dissolution
ITC	International Tin Council	1956	1990	Dissolution
IWSG	International Wool Study	1947	1992	Dissolution
	Group			
LoN	League of Nations	1919	1945	Dissolution
NERC	Nordic Economic Research	1979	1996	Dissolution
	Council			
NTSC	Nordic Telecommunications	1965	1986	Dissolution
	Satellite Council			
NPFSC	North Pacific Fur Seal Com-	1958	1988	Dissolution
	mission			
SEATO	Southeast Asia Treaty Orga-	1954	1977	Dissolution
	nization			
SAAFA	Special Arab Aid Fund for	1974	1977	Dissolution
	Africa			
SCH	Superior Council of Health	1838	1914	Dissolution
TCRMG	Tripartite Commission for the	1946	1998	Dissolution
	Restitution of Monetary Gold			
UKDWD	United Kingdom–Dominion	1945	1953	Dissolution
	Wool Disposals			
WPact	Warsaw Treaty Organization	1955	1991	Dissolution
WEU	Western European Union	1955	2011	Dissolution

Table A3: IOs that ended due to transformation-based terminations

Acronym	Organization Name	$\operatorname{Birth}$	Death	$\mathbf{Type}$
APTU	African Postal and Telecom-	1935	1965	Succession
	munications Union			
AMIPO	Afro-Malagasy Industrial	1962	1975	Succession
	Property Office			
AMPTU	Afro-Malagasy Postal and	1961	1996	Succession
	Telecommunications Union			
ACCT	Agence de La Francophonie	1970	2005	Succession
AOMR	Arab Organization for Min-	1979	1991	Merger
	eral Resources			
AIDC	Asian Industrial Development	1966	1974	Merger
	Council			
ABEPSEAC	Association between the Eu-	1968	1975	Succession
	ropean Economic Community			
	and Partner States			
BIISEF	Banque internationale	1986	1996	Absorption
	d'information sur les Etats			
	francophones			
CComm	Caribbean Commission	1946	1959	Succession
CARIFTA	Caribbean Free Trade Associ-	1966	1973	Succession
	ation			
UDEAC	Central African Customs and	1964	1994	Succession
	Economic Union			
CACB	Central American Coffee	1975	1979	Succession
	Board			
CAECC	Central Asian Economic	1994	2006	Absorption
	Community			
CBI	Central Bureau for the Inter-	1909	1953	Merger
	national Map of the World			
CTCAf	Commission for Technical	1950	1965	Succession
	Cooperation in Africa South			
	of the Sahara			
CAARC	Commonwealth Advisory	1946	1993	Absorption
	Aeronautical Research Coun-			_
	cil			

Acronym	Organization Name	Birth	Death	Type
ComAB	Commonwealth Agricultural	1929	1985	Succession
	Bureau			
CEC	Commonwealth Economic	1925	1967	Absorption
	Committee			
CELC	Commonwealth Education	1960	1967	Absorption
	Liaison Committee			
CAMRSD	Conference of African Minis-	1993	1997	Succession
	ters Responsible for Sustain-			
	able Development			
CMAEC	Council of Ministers for Asian	1968	1971	Succession
	Economic Cooperation			
EACSO	East African Common Ser-	1961	1967	Succession
	vices Organization			
ECCM	East Caribbean Common	1968	1981	Absorption
	Market			
ECCA	Eastern Caribbean Currency	1979	1983	Succession
	Area			
ECSC	European Coal and Steel	1952	1992	Absorption
	Community			
EUROMET	European Collaboration on	1987	2007	Succession
	Measurement Standards			
EFCC	European Food Code Council	1958	1965	Absorption
EEC	European Economic Commu-	1958	1992	Absorption
	nity			
EMI	European Monetary Institute	1994	1998	Succession
EPU	European Payments Union	1950	1958	Succession
EPA	European Productivity	1953	1961	Absorption
-	Agency			
ESRO	European Space Research	1964	1975	Merger
	Organization			
ELDO	European Space Vehicle	1964	1975	Merger
	Launcher Development Orga-			
C.A.F.F.	nization	<b></b>	<b>.</b>	
GATT	General Agreement on Tariffs and Trade	1948	1995	Succession
SCHENGEN	Group of Schengen	1985	1999	Absorption
IDC	Imperial Defense Committee	1930	1946	Absorption
IIE	Imperial Institute of Entomol-	1920	1933	Succession
1117	_	1020	1999	Duccesion
	ogy			Continued

Acronym	Organization Name	Birth	Death	Type
IMI	Imperial Mycological Institute	1920	1933	Succession
IACS	Inter-African Committee on	1954	1965	Succession
	Statistics			
IAPhy	Inter-African Phytosanitary	1954	1960	Absorption
	Convention			
IACB	Inter-American Coffee Board	1940	1948	Succession
IACW	Inter-American Commission	1928	1965	Absorption
	of Women			
IGCC	Intergovernmental Copyright	1952	1971	Absorption
	Committee			
ICCILMB	Interim Committee for Coor-	1978	1995	Succession
	dination of Investigations of			
	the Lower Mekong Basin			
IBIER	International Bureau for	1907	1921	Absorption
	Information and Enquiries			
	regarding Relief			
$_{\mathrm{IBE}}$	International Bureau of Edu-	1929	1969	Absorption
	cation			
ICNWAF	International Commission	1949	1978	Succession
	for the Northwest Atlantic			
	Fisheries			
IIA	International Institute of	1905	1945	Succession
	Agriculture			
IMC	International Moselle Com-	1956	1987	Succession
	pany			
INPFC	International North Pacific	1952	1992	Succession
	Fisheries Commission			
IOPH	International Office of Public	1907	1946	Succession
	Hygiene			
IPI	International Patent Institute	1947	1977	Absorption
IPentC	International Penitentiary	1875	1951	Absorption
	Commission			
IRLCS	International Red Locust	1949	1970	Succession
	Control Service			
ISuC	International Sugar Council	1937	1967	Succession
ITCLE	International Technical Com-	1926	1941	Succession
	mittee of Legal Experts on			
	Air Questions			
				Continued

Acronym	Organization Name	Birth	Death	Type
INTELSAT	International Telecommunica-	1964	2001	Succession
	tions Satellite Organization			
ITCC	International Telegraph Con-	1925	1956	Merger
	sultative Committee			
IVWO	International Wine Office	1924	2003	Succession
IOATHRE	Inter-State Organization for	1972	2004	Merger
	Advanced Technicians of			
	Hydraulics			
LAFTA	Latin American Free Trade	1961	1980	Succession
	Association			
NCRR	Nordic Council for Reindeer	1980	1992	Absorption
	Research			
OAU	Organization for African	1963	2002	Succession
	Unity			
OEEC	Organization for European	1948	1961	Succession
	Economic Cooperation			
OMDKR	Organization for the Manage-	1977	2000	Absorption
	ment and Development of the			
	Kagera River			
OCAS	Organization of Central	1951	1991	Succession
	American States			
OSLO	Oslo Commission	1972	1998	Succession
PC	Paris Commission	1977	1998	Succession
PAHC	Permanent Association of	1939	1952	Absorption
	Pan American Highway Con-			
	gresses			
PIBAC	Permanent International Bu-	1923	1934	Succession
	reau of Analytical Chemistry			
PTASEA	Preferential Trade Agreement	1981	1994	Succession
	for Southern & Eastern Africa			
RadioU	Radiotelegraph Union	1906	1926	Merger
SCAf	Scientific Council for Africa	1950	1965	Merger
	South of the Sahara			
SARTC	Southern Africa Regional	1973	1996	Succession
	Tourism Council			
SADCC	Southern African Develop-	1980	1992	Succession
	ment Coordination Confer-			
	ence			
				Continued

Acronym	Organization Name	Birth	Death	Type
UIUCV	Union for the International	1923	1979	Succession
	Use of Carriages and Vans			
UMAC	Union montaire de l'Afrique	1972	1994	Absorption
	centrale			
CEAO	West African Economic Com-	1960	1994	Succession
	munity			
WAHC	West African Health Commu-	1972	1987	Succession
	nity			
UMOA	West African Monetary Union	1962	1994	Succession

Table A4: IOs that ended due to inertia-based terminations

Acronym	Organization Name	Birth	Death	Type
ASCBC	African Standing Conference	1978	2000	Desuetude
	on Bibliographic Control			
ACDT	American Committee on	1948	1956	Desuetude
	Dependent Territories			
ACML	Arab Centre for Medical	1983	2000	Desuetude
	Literature			
ACC	Arab Cooperation Council	1989	1990	Desuetude
AIOEC	Association of Iron Ore Ex-	1975	1998	Desuetude
	porting Countries			
ATPC	Association of Tin Producing	1983	2001	Desuetude
	Countries			
BNDP	Board of Nordic Development	1968	1987	Desuetude
	Projects			
CAEC	Central American Energy	1979	1993	Desuetude
	Commission			
CEEPN	Central and Eastern Euro-	1991	2001	Desuetude
	pean Privatization Network			
CCOM	Central Compensation Office	1969	2000	Desuetude
	of the Maghreb			
CATC	Commonwealth Air Transport	1945	1991	Desuetude
	Council			
DBGLS	Development Bank of the	1977	2000	Desuetude
	Great Lakes States			
EPFSC	European Postal Financial	1992	2006	Desuetude
	Services Commission			
GBACT	Group on the Balkan Agree-	1971	1988	Desuetude
	ment on Cooperation on			
	Tourism			
IAHC	Inter-American High Commis-	1916	1931	Desuetude
	sion			
ICCEC	Intergovernmental Council of	1968	1997	Desuetude
	Copper Exporting Countries			_
IABath	International Association for	1912	1923	Desuetude
	Public Baths and Cleanliness			
IBA	International Bauxite Associ-	1974	1997	Desuetude
	ation			
				Continued

Acronym	Organization Name	Birth	Death	Type
ICAmO	International Central Ameri-	1907	1914	Desuetude
	can Office			
IChemO	International Chemistry Of-	1927	1950	Desuetude
	fice			
ICDR	International Commission for	1900	1938	Desuetude
	the Decennial Revision of the			
	Nomenclature			
ICNC	International Commission for	1885	1914	Desuetude
	the Navigation of the Congo			
IComO	International Commission for	1919	1936	Desuetude
	the Oder			
ICSEAF	International Commission	1969	1990	Desuetude
	for the Southeast Atlantic			
	Fisheries			
ICPTU	International Conference for	1882	1938	Desuetude
	Promoting Technical Unifica-			
	tion on the Railways			
IEC	International Elbe Commis-	1919	1936	Desuetude
ID0	sion	1000	1000	D 1
IES	International Exchange Ser-	1886	1939	Desuetude
IECA	vice	1000	1014	D + 1
IFCA	International Finance Com-	1898	1914	Desuetude
IIC	mission at Athens	1010	1049	D
IICom	International Institute of	1919	1943	Desuetude
IDwigo C	Commerce International Prime Count	1007	1014	Doguetude
IPrizeC ISUPT	International Prize Court International Secretariat for	1907 1902	1914 1914	Desuetude Desuetude
13011	the Unification of Pharmaco-	1902	1914	Desuetude
	logical Terms			
ITPA	International Tea Promotion	1977	1984	Desuetude
11171	Association	1311	1304	Desuctade
IUPR	International Union of Pruth	1878	1914	Desuetude
10110	(River)	1010	1314	Desactace
ISHREST	Inter-State School of Hy-	1972	1996	Desuetude
101101101	draulic and Rural Engineering	2012	2000	2 32401440
	for Senior			
JALAAO	Joint Anti-Locust and Anti-	1965	2001	Desuetude
	Aviarian Organization		.552	
	0			$\overline{Continued}$

Acronym	Organization Name	Birth	Death	Type
JNOLCRH	Joint Nordic Organization for	1965	2000	Desuetude
	Lappish Culture and Reindeer			
	Husbandry			
PICS	Permanent International	1925	1938	Desuetude
	Commission of Studies on			
	Sanitary Equipment			
PSNARCO	Permanent Secretariat of	1979	1998	Desuetude
	the South American Agree-			
	ment on Narcotic Drugs and			
	Psychotropic Substances			
RepCom	Reparation Commission	1919	1933	Desuetude
SWAPU	South and West Asia Postal	1987	2006	Desuetude
	Union			
SCA	Suez Canal Administration	1888	1914	Desuetude
UBEC	Union of Banana Exporting	1974	1996	Desuetude
	Countries			

Figure A1: Schoenfeld residuals for independent variables

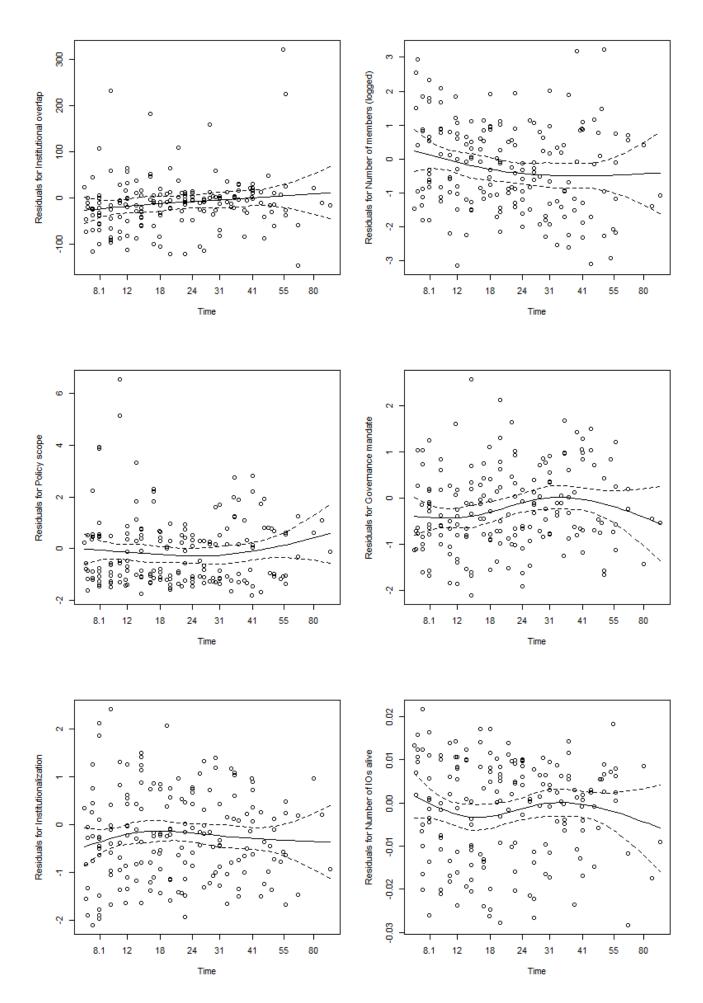


Table A5: Results from Table 1 using the Breslow method for ties

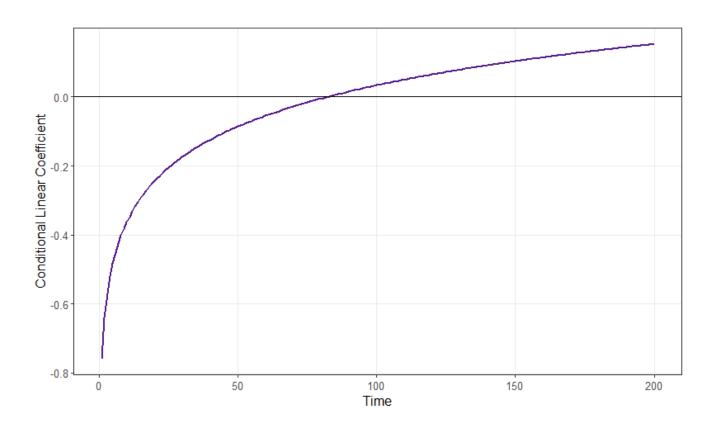
	Dependent variable:
	IO death
Institutional overlap	-10.374***
institutional overlap	(4.709)
Number of members (logged)	$-0.275^{***}$
	(0.101)
Policy scope	-0.131
	(0.094)
Governance mandate	$-0.751^{***}$
	(0.267)
Governance mandate * ln(t)	0.170**
`,	(0.085)
Institutionalization	$-0.233^{***}$
	(0.063)
Number of IOs alive	$-0.001^*$
	(0.001)
Number of failures	181
Observations	18,213
Log Likelihood	-978.683
Wald Test	$107.320^{***} (df = 7)$
LR Test	$109.308^{***} (df = 7)$
Score (Logrank) Test	$99.168^{***} (df = 7)$
Note:	*p<0.1; **p<0.05; ***p<0.0

Table A6: Results from Table 2 using the Breslow method for ties

	Dependent variable					
	Contract		Transformation		Inertia	
	CSH	FG	CSH	FG	CSH	FG
Institutional overlap	-26.516***	-23.220**	$-10.542^*$	-7.333	-2.733	1.506
	(11.266)	(11.157)	(7.319)	(7.212)	(8.341)	(8.124)
Number of members (logged)	-0.210	-0.136	-0.138	-0.105	-0.492**	-0.444**
	(0.197)	(0.196)	(0.149)	(0.149)	(0.242)	(0.243)
Policy scope	-0.250	-0.266	-1.540**	-0.547**	-0.177	-0.137
	(0.211)	(0.210)	(0.696)	(0.268)	(0.228)	(0.223)
Policy scope $* ln(t)$	, ,	,	0.452**	0.015**	,	, ,
· - · · · /			(0.215)	(0.008)		
Governance mandate	-0.288**	$-0.242^*$	-0.142	-0.249	-0.310**	-0.263**
	(0.141)	(0.138)	(0.096)	(0.161)	(0.162)	(0.159)
Governance mandate * ln(t)	,	,	,	$0.005^{'}$	,	,
( )				(0.005)		
Institutionalization	-0.264*	$-0.233^*$	-0.166	-0.124	-0.348**	-0.308**
	(0.130)	(0.124)	(0.096)	(0.093)	(0.146)	(0.139)
Number of IOs alive	$-0.003^{**}$	$-0.003^{*}$	-0.001	0.00001	-0.003	-0.002
	(0.002)	(0.002)	(0.001)	(0.001)	(0.002)	(0.002)
Number of failures	46	46	77	77	36	36
Observations	$17,\!865$	19,763	17,865	19,351	$17,\!865$	19,479
Log Likelihood	-233.115	-244.751	-423.428	-433.861	-186.005	-195.368
Wald Test	54.040***	40.500***	30.710***	26.030***	63.650***	47.760***

 $Note: \ ^*p{<}0.1; \ ^{**}p{<}0.05; \ ^{***}p{<}0.01$  CSH: Cause-Specific hazards model; FG: Fine-Gray subdistribution hazards model

Figure A2: Conditional linear coefficient for Governance mandate



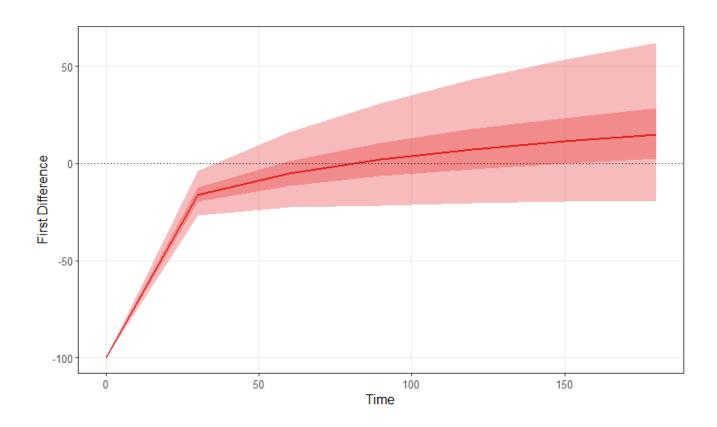
As Flores (2022) notes, after correcting the model with the time interaction, multiple quantities of interest can be reported. One possibility is looking at the term  $Z\beta_1 + \ln(t)Z\beta_2$  in  $\lambda_0(t) \exp(Z\beta_1 + \ln(t)Z\beta_2)$ . Here, changes in Z reflect changes in the hazard rates. If Z is continuous, the marginal effect of Z on  $Z\beta_1 + \ln(t)Z\beta_2$  is:

$$\frac{\partial (Z\beta_1 + \ln(t)Z\beta_2)}{\partial Z} = \beta_1 + \beta_2 \ln(t)$$

This quantity is the conditional linear coefficient. In the case of the governance mandate dimension of my model, the conditional linear coefficient is -0.761+0.172ln(t), where t represents time. Starting from -0.761 at t = 0, the effect gradually weakens (becomes less negative) over time. Around 84 years  $(e^{0.761})$ , the effect is indistinguishable from zero. Therefore, the protective effect of governance mandate in IO survival is relevant in the early stages of an IO, but tends to decrease monotonically and logarithmically over time.

However, as mentioned, this quantity makes more sense when the variable is continuous. The way I measured governance mandates is discrete. In this case, we should focus on simulated first differences instead.

Figure A3: Simulated first differences for Governance mandate



In the case of discrete variables, two quantities of interest are the relative hazards and the first differences, which are the percent changes in the hazard rates (Flores, 2022). A relative hazard is a type of hazard ratio, and in the context of nonproportionality, it is the following:

$$\frac{\lambda_i(t)}{\lambda_{\neg i}(t)} = \frac{\lambda_0(t) \exp(Z_i \beta_1 + \ln(t) Z_i \beta_2)}{\lambda_0(t) \exp(Z_{\neg i} \beta_1 + \ln(t) Z_{\neg i} \beta_2)} = \exp((Z_i - Z_{\neg i})(\beta_1 + \ln(t) \beta_2))$$

In this case, the percentual change in the hazard rate for unit i relative to unit  $\neg i$  is calculated as follows:

$$\%\Delta\lambda_i(t) = (\exp((Z_i - Z_{\neg i})(\beta_1 + \ln(t)\beta_2)) - 1) \times 100$$

Figure A3 shows precisely that, i.e., the percent change in the hazard rate as given by a change in my variable Governance mandate. These results confirm what was shown in the previous figure. Here, governance tasks have a time-dependent effect, which has a protective effect on the early stages of an IO's life cycle, but when time passes, it converges toward zero.

Table A7: Cox regression with a shared frailty on function

	Dependent variable: IO death		
Fixed Effects			
Institutional overlap	-9.744**		
	(4.720)		
Number of members (logged)	$-0.264^{***}$		
	(0.100)		
Policy scope	-0.144		
· -	(0.095)		
Governance mandate	-0.775***		
	(0.267)		
Governance mandate * ln(t)	0.175**		
( )	(0.085)		
Institutionalization	-0.238***		
	(0.063)		
Number of IOs alive	-0.002*		
	(0.001)		
Random Effects			
Variance	0.042		
Standard Deviation	0.205		
Observations	18,213		
Number of failures	181		
Integrated Log Likelihood	113.0		
Penalized Log Likelihood	118.7		
Note:	*p<0.1; **p<0.05; ***p<0.01		

Table A8: Cox regression with a shared frailty on scope

	Dependent variable: IO death		
Fixed Effects			
Institutional overlap	-10.54**		
	(4.711)		
Number of members (logged)	-0.277**		
	(0.100)		
Policy scope	-0.131		
	(0.094)		
Governance mandate	-0.761***		
	(0.267)		
Governance mandate * ln(t)	0.172**		
,	(0.085)		
Institutionalization	-0.236***		
	(0.063)		
Number of IOs alive	-0.001*		
	(0.001)		
Random Effects			
Variance	0.0003992		
Standard Deviation	0.01998		
Observations	18,213		
Number of failures	181		
Integrated Log Likelihood	95.16		
Penalized Log Likelihood	97.16		
Note:	*p<0.1; **p<0.05; ***p<0.01		

Table A9: Cox regression with a shared frailty on region

	Dependent variable: IO death		
Fixed Effects			
Institutional overlap	-9.998**		
	(4.752)		
Number of members (logged)	-0.220**		
	(0.106)		
Policy scope	-0.127		
•	(0.094)		
Governance mandate	-0.778***		
	(0.268)		
Governance mandate * ln(t)	0.176**		
(1)	(0.085)		
Institutionalization	-0.240***		
	(0.063)		
Number of IOs alive	-0.002*		
	(0.001)		
Random Effects			
Variance	0.0314		
Standard Deviation	0.177		
Observations	18,213		
Number of failures	181		
Integrated Log Likelihood	111.7		
Penalized Log Likelihood	117.5		
Note:	*p<0.1; **p<0.05; ***p<0.01		

## Table A10: Cox regression with a shared frailty on membership format

	Dependent variable: IO death	
Fixed Effects		
Institutional overlap	$-10.977^*$	
	(4.800)	
Number of members (logged)	-0.229**	
	(0.105)	
Policy scope	-0.117	
	(0.093)	
Governance mandate	$-0.259^{***}$	
	(0.068)	
Institutionalization	$-0.252^{***}$	
	(0.065)	
Number of IOs alive	$-0.001^*$	
	(0.001)	
Random Effects		
Variance	0.000079	
Standard Deviation	0.009	
Observations	17,822	
Number of failures	178	
Integrated Log Likelihood	106.2	
Penalized Log Likelihood	106.2	
Note:	*p<0.1; **p<0.05; ***p<0.01	

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