

# The Network Governance Logic of Social Mutual Assistance Services for the Elderly

## -- Taking Nanjing Time Bank as an Example

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### Abstract

**With the deepening of China's entry into a deeply aging society, the gap between existing pension resources and pension needs continues to expand, and it is imperative to explore a social mutual assistance pension service model. Time Bank mutual assistance is an effective solution for social elderly care services introduced from the West in recent years, which helps to integrate social resources, mobilize the participation of all social forces, and realize cross-cycle connection of elderly care. This paper takes Nanjing Time Bank, which is the first time bank in the country to test the water, as an example, and reveals the current difficulties faced by Time Bank mutual pension in terms of operators and operation models, service providers, and service objects. Cooperation and connection relationship, explore the overall network structure of time bank governance, and put forward targeted suggestions such as building trust, cooperation, and responsibility mechanisms from the perspective of governance system.**

### Keywords

**Time Bank; Mutual Aid for the Aged; Networked Governance Logic.**

### 1. Introduction

The results of the seventh national census in 2021 show that the proportion of the elderly population in China exceeded 10% for the first time, reaching 13.5%, an increase of 4.63 percentage points from the last national census. The overall trend is accelerating. China has entered a deeply aging society, and it is imperative to find a pension model that suits China's national conditions and to relieve the pressure of pensions as soon as possible. At the special meeting of the 14th National People's Congress on pension issues, the proportion of China's elderly pension model was mentioned. In the current population structure dominated by only children, the family pension model occupies a dominant position. This kind of pension model represented by children The pension model in which family members come to solve the pension problem has brought enormous pressure to the family. In order to alleviate the pressure on the family pension, it is particularly important to develop a new pension model.

Mutual assistance for the elderly is an elderly care model introduced from the West and has become popular in recent years. It effectively supplements the shortcomings of the original community-based elderly care, emphasizing the mutual assistance of neighbors among ordinary residents and the sharing of resources among social groups. Time Bank refers to the government as the initiator. Through the establishment of a sound policy system, it encourages and attracts volunteers of all ages to actively serve the disabled elderly. The service time is recorded and stored according to the rules of the system. When the volunteers are old and needed, they can withdraw time to exchange Mutual care model for required services. The principle of the time bank is to separate the intergenerational economic transfer and the intergenerational time transfer, and to expand the intergenerational time transfer from a small

family area in the past to a large area covering the whole society, and promote the transition of the main method of pension from family pension to social pension. Its innovation lies in building bridges with time savings, providing guarantee for the distant and uncertain future, and continuously stimulating the enthusiasm and initiative of the people to take care of the elderly, so as to realize the cross-temporal allocation of pension resources in the whole society, and steadily improve the accessible pension services. Supply, make up for the lack of intergenerational exchange of family pensions, and meet the basic daily care needs of the elderly. The main body of this study, Nanjing Time Bank, as a typical model of mutual assistance for the elderly, has played a positive role in giving full play to the two-way mutual assistance function of residents and adjusting the imbalance between supply and demand of elderly care. At the same time, to break the "9073" pension model, the organizers of socialized pension cannot be limited to government departments. As a typical national time bank pilot, Nanjing Time Bank is led and organized by the government and other public departments, private enterprises and social organizations coordinate and assist, and grass-roots communities implement cooperation to establish partnerships, agreements and alliances between the public and private sectors. Finally, a cooperative network is formed, which has research and reference significance.

## 2. Literature Review: Mutual Aid and Networked Governance Logic

Mutual assistance for the elderly is based on the concept of self-help and mutual assistance. Under the background of small family size and children unable to take care of the elderly at all times, the goal of providing basic elderly care services for the elderly in the region at a lower cost is achieved by maximizing the use of idle social resources. Mutual-aid pension not only realizes the integration of institutional and non-institutional pension resources, but also breaks through the original "monary framework" of children supporting the elderly in one way and the generation of children taking care of the elderly and the elderly helping their children to take care of their offspring. The "dual framework" of international mutual assistance has developed a diversified pension model that includes intra-generational mutual assistance among peers. The current academic research on mutual assistance for the elderly focuses on the investigation and analysis of the operation of mutual assistance in China's first-tier cities. The main research conclusions include: First, mutual assistance is not only a solution to solve the shortage of urban welfare resources, but also to repair the impact of modernization. Second, mutual assistance for the elderly can be generally divided into two categories: pure public welfare and welfare + public welfare, and there are significant differences in the content of elderly care services, sources of funds, and mutual assistance mechanisms; third, the supply capacity of mutual assistance for the elderly is seriously insufficient, there are problems that social organizations are difficult to develop and market organizations are basically absent, resulting in the bottleneck of the transformation of mutual assistance from entertainment to care services in most regions.

The concept of networked governance was first proposed by Professor Goldsmith and Professor Eggers in 2004. In this governance model, the core responsibility of the government has changed from centralized command and unified management to mobilizing existing social resources for centralized use and creating greater social value; public services have changed from the original government's direct production and provision to government mobilization, Lubrication, provided by the network of social organizations, functional departments, and corporate individuals. The current academic research on networked governance focuses on the research on governance theory. The main conclusions include: First, China is a traditional ethical society. It is necessary to combine ethical power with institutional rights, and the ethical relationship cannot be ignored in the process of building a governance network. Second, the

rapid growth of networked governance and widespread attention stems from the development and progress of China's democratic ideology and the rise of civil society; thirdly, networked governance can fully refer to some experiences of grassroots self-governance, and fully consider regional customs, geographical situation.

Based on the above research, this paper organically combines mutual assistance and network governance, and considers intergenerational mutual assistance, intragenerational mutual assistance and various forces, and starts with intragenerational horizontal participation and intergenerational vertical participation to find a wider range of social elderly care services. Networked governance logic.

### 3. Research Significance

The significance of in-depth research on time banking can be viewed from both macro and micro levels.

(1). Macro level: Promote the transformation and upgrading of China's pension model and the development and progress of the pension industry

Time Bank has strong adaptability and can be promoted in both urban and rural areas, which will form a strong supplement to the original dual pension model of "family pension + nursing home"; The diversified development process of China's pension model is merging with modernization. At the same time, the operation of the time bank requires networked governance, and the influx of a large number of cooperative enterprises, such as education and training companies, specialized customized catering companies, medical and health care companies, etc. The improvement of the "infrastructure" of the time bank will help the formation of the elderly care industry system. , to promote the development and progress of the pension industry.

(2). Micro-level: better leverage the positive impact of time banking

①It is beneficial to give play to the outstanding advantages of the networked governance model

First, proactively identify problems and respond quickly, focus on providing solutions, and change the previous management model of passively responding and evading problems. Second, the successful implementation of networked governance relies on the use of digital management methods. The digitalization of managed objects, processes and evaluations improves the efficiency of management and enables accurate and efficient data exchange. Third, it is a scientific and dynamic collaborative management mechanism. It not only has a set of standardized and unified management standards and management processes, but also allocates tasks among the participating entities according to the actual situation and provides real-time collaborative feedback, thereby effectively improving management. competence and management level.

②It is beneficial to better meet the diverse needs of the elderly

The service content of time bank is stipulated in the agreement, which is highly malleable. At the same time, the service content can be divided into intergenerational mutual assistance and intragenerational mutual assistance according to the participation situation. Intergenerational mutual assistance means that volunteers of all ages can participate in it. In addition to young people providing services for the elderly, young healthy elderly also provide services for the elderly and the disabled. Intra-generational mutual assistance means that elderly people of similar age provide services to each other Or help disabled seniors by healthy seniors of the same age, emphasizing reciprocity. It is worth noting that the second form of intra-generational mutual assistance and inter-generational mutual assistance not only meets the self-realization needs and interpersonal communication needs of young and healthy elderly people, but also

meets the safety needs, daily life care, emotional needs of elderly and disabled elderly people. needs, social needs, etc., is an excellent way to empower the social life of the elderly and increase their social contact. In intergenerational mutual assistance, the complexity of the participating groups determines the diversity of service content, which helps to better meet the diverse needs of the elderly.

③ Conducive to the reuse of idle resources

With the continuous development of the times and the rapid advancement of technology, people will have more disposable leisure time, and most of the human resources and time resources will be idle. The time bank mutual aid pension model can effectively use this part of idle time. Social resources, to a certain extent, avoids the problems of time and space interlaced and insufficient nursing staff brought by old-age services to the society, so that the originally idle resources in the society can be reasonably allocated, which is conducive to social and economic development.

④ It is helpful to reduce the pressure of children's pension

With the acceleration of the aging process of society, the energy of young people is not enough to support the increasing pressure of old age. In contrast, the mutual-aid pension model enables pension services to be provided by the elderly at a relatively low age and young people with leisure time, so that the children's pension pressure can be shared, so that limited energy can be devoted to social development and construction.

⑤ Conducive to alleviating the pressure of government pension

Time Bank not only effectively solves the problem of the government's lack of manpower, but also saves the cost of elderly care services to a certain extent with an innovative operation model, and relieves the government's own financial pressure. Under the mutual-aid pension model, the social volunteers who have been trained and employed have greatly alleviated the pressure of insufficient pension personnel. The use of the time bank model frees government funds from blindly building nursing homes, elderly activity centers, recruiting related scholars, and purchasing expensive medical equipment, reducing a lot of expenses. At the same time, enterprises will also invest in publicity and marketing for their own business development. Funds, to a certain extent, share the financial pressure of the government.

To sum up, an in-depth study of the social elderly care services represented by the time bank and adopting network governance can not only explore how to better utilize the advantages of mutual assistance in elderly care, reduce the pressure on all parties, but also mobilize the society to a certain extent. The attention and full participation of all parties will meet the participation needs of different social subjects while breaking the social pension dilemma and achieving mutual benefit and win-win results. At the same time, in this process, the old-age service model will also be transformed and upgraded, and gradually realize a virtuous circle of "care for the elderly and enjoyment for the aged".

## 4. Practice of Nanjing Time Bank in Networked Governance Logic

### (1). Practice of Time Bank Network Governance

There are 1.47 million elderly people over the age of 60 in Nanjing, accounting for 21% of the registered population, and 1 million elderly people over the age of 65, accounting for 15% of the registered population. At present, the city's elderly population is still increasing at an annual rate of 4%-5% . Therefore, in order to actively respond to the severe challenges of population aging, Nanjing took the lead in establishing a unified elderly care service time bank system in the country. Nanjing Time Bank has been deployed and implemented since July 2019. As of July 2021, there have been 37,000 registered volunteers. Among them, 82.82% of the volunteers are distributed among the 20-59 years old: 20-29 years old accounted for 24.36%; 30-39 years

old accounted for the highest proportion, reaching 25.8%; 40-49 years old and 50-59 years old accounted for 16.65%, 16.01%), more than 47,000 registered service objects.

The implementation process of Nanjing Time Bank is as follows:

Formulate a plan (starting in July 2019). Through domestic and foreign inspections, expert symposiums, etc., the implementation plan of the time bank is formulated.

Development system (from October 2019). Develop the city's time bank information management system according to the preliminary plan and relevant technical standards, laws and regulations.

Carry out the pilot (from December 2019). Each district selects a street with a relatively dense elderly population for pilot projects, further improves the operation mechanism, and collects relevant information on time bank fund demand and service flow.

Citywide promotion (starting in September 2020). On the basis of the pilot, comprehensively promote and build a networked governance system.

## (2). Construction of network governance logic

The success of Nanjing Time Bank lies in the establishment of three mechanisms: trust mechanism, cooperation mechanism and responsibility mechanism for the subjects embedded in network governance. The use of the network governance model with the three major mechanisms as the pillars can effectively coordinate the various subjects participating in the operation of the Time Bank. , improve the operating efficiency of Time Bank and the service satisfaction of the elderly, and continuously improve the operation of Time Bank to achieve a win-win situation between the enterprise and the society.

### ① Trust mechanism

The trust mechanism is the foundation of networked governance. The traditional Chinese trust mechanism is formed by geographical relations and blood relations. It is a kind of local trust or direct trust, and it still has a profound impact on modern society. But if people without direct trust are to help each other or provide resources and services, so that all wide-ranging strangers can be connected together, there must be an intermediary, which must be recognized by all, and made by a strong and majestic The indirect trust below fills the gap of direct trust. Time Bank goes beyond ordinary charitable social activities, and is a beneficial economic activity in a certain sense. It acts as an intermediary under the guarantee of the government's credibility, gathering the trust of all parties to mobilize all social pension resources. Indirect trust makes all subjects willing to "serve first and benefit later", so networked governance has a foundation of trust.

### ② Cooperation mechanism

Cooperation mechanisms are the key to networked governance. A systematic governance system is formed by selecting partners, formulating cooperation rules, clarifying governance goals, and establishing a supervision and management mechanism. Under the establishment of the cooperation mechanism, the government and citizens, between citizens and social organizations, between social organizations and enterprises, and between enterprises and the government communicate with each other and form a virtuous circle of element flow. In the practice of time banking, both volunteers and service recipients need to follow the specific rules of exchange and access to carry out mutual assistance for the elderly, effectively utilize idle social resources, and avoid the time and space that elderly care services bring to the society to a certain extent. To avoid problems such as staggering and insufficient nursing staff, maximize resource efficiency in cooperation. At the same time, the cooperation mechanism is not blind cooperation. The cooperation mechanism of Time Bank has formulated fair cooperation terms and clear operating rules, which provide an institutional basis for cooperation. Equity naturally makes time banks acceptable to all groups involved. In addition, the cooperation mechanism also takes into account the reasonable interests and demands of each participant, and guides

the formation of the social ethos of "big self first and small self". The activities of Time Bank participating companies and related volunteers are directly related to the society. Enterprises need government guidance and social supervision, but also need their own social awareness, collective interests and national interests. If, as Peters, a famous governance scholar, said, "governance degenerates into a complete economic behavior", then the scope of network governance is bound to be limited. Time Bank's concept of "reciprocal public welfare" also encourages people to volunteer, starting from love and forming good social customs, which invisibly cultivates people's concept of kindness and balances the private interests of various social subjects with social interests, so as to achieve a sustainable provision of elderly care services in a balanced way.

### ③ Responsibility Mechanism

First of all, the logic of network governance emphasizes multiple governance subjects and multiple responsibilities, changing from a single government taking the lead to multiple subjects such as the government, enterprises, social organizations and citizens sharing responsibilities. Time Bank coordinates the participation of all parties in the society, opening a window for the pension business, leading to the mutual assistance pension mechanism of "giving the elderly to the elderly, supporting the elderly with the old, and helping the elderly from all sides", which provides a new idea for solving problems. To a certain extent, it will alleviate the contradiction of the shortage of talents in elderly care services, make elderly care services a part of social undertakings, increase public participation, and enable public welfare services to receive positive feedback, so that mutual assistance for elderly care can be a virtuous circle. Under the responsibility mechanism, various governance entities negotiate and cooperate, which solves the problem of the government's lack of manpower, eases financial pressure, and improves governance effectiveness and efficiency.

Secondly, the improvement of the responsibility mechanism amplifies the interests of the society, broadens the demand feedback channels, and enhances the government's responsiveness. With the help of the evaluation and feedback mechanism designed by the government, a number of networked governance entities such as Time Bank enable service recipients, service providers, and relevant participants to directly reflect their own needs and point out difficulties in practical operations after discovering problems in daily operations. With the help of evaluation feedback, the government understands citizens' actual pension needs and practical problems that may arise at any time in the operation of the time bank, and every participant contributes to the networked governance of social pensions.

It can be seen from the above operation model that Nanjing City has actively explored in terms of organizational leadership, system construction, decentralization and decentralization, and mechanism innovation. All departments have actively cooperated and cooperated to overcome problems such as promotion and operation difficulties that may arise in the early stage of development. The relevant mechanism The system is relatively complete, and the policies are rigorous and maneuverable. The elderly need special care. Under the severe background of the shortage of senior care talents and the heavy burden of support for one-child families, the implementation of time banking has its strategic significance and value. This smart old-age care plan provides a new way to solve the problem. It can not only alleviate the contradiction of the shortage of old-age service talents to a certain extent, make old-age service a part of social undertakings, improve public participation, and make public welfare services more benign. Give back, so that mutual support for the elderly can get a virtuous circle.

However, we should also note that the current scope of implementation of Time Bank is limited, and the social awareness and participation are not high. In order to truly become a pillar of the social pension industry, some practical shortcomings must be solved.



## 5. Factors Hindering the Promotion of Time Bank Network Governance Logic

(1). Problems exposed under the construction of governance community

① Time Bank Operator:

i service training: lack of offline training and difficulties in sustainable development

In the face of the huge elderly population and complex service forms, volunteers' professional elderly care service skills need to be strengthened urgently, and simple online training and examinations obviously cannot meet the needs of professionalism, let alone meet the diversification and individualization of the elderly. Therefore, the construction and operation of systematic and orderly offline training institutions is particularly important. However, the number of professional offline training institutions for volunteers in Nanjing is very small, and it is difficult to form a standardized offline training system. In addition, volunteers use their spare time to volunteer, and offline training requires more time. Time conflicts may also affect the enthusiasm of some volunteers to participate, making sustainable development difficult.

ii Service items: Extensiveness and diversity need to be improved

At present, the services provided by Nanjing Time Bank include five categories: meal assistance, medical assistance, bath assistance, cleaning assistance, and emergency assistance, as well as some service items expanded on these basic categories. However, a universal service system has not been formed among various services, and there are also problems such as poor correlation, redundant and exaggerated, formalism, and weak sustainability. There is a lack of coordination and unity among various services, and the main line is not clear.

iii Stakeholders: Internal conflicts of interest

Time Bank is a non-profit organization, but how to guarantee the profits of related technology companies and cooperative enterprises also needs to be considered, which may lead to conflicts. In addition, if the operator is not a charitable institution or a state-owned enterprise that specializes in running time banks, serious conflicts will arise over time between charitable expenditures and the returns required for business development.

iv Insufficient development funds

Since its inception, Time Bank has put social responsibility first and corporate profits second. Its development funds are mainly supported by government grants, private donations, and financial support from other business profits. Under the current circumstances, even public welfare operators, a business segment of Time Bank alone is not enough to be self-financing and support the normal operation of the enterprise.

② Volunteers:

i At present, the total number of volunteers in Nanjing Time Bank is 37,298, while the total number of registered service recipients is 47,940. There is a shortage of about 10,000 volunteers. The shortage is likely to cause difficulties in matching volunteers and service recipients, and service recipients place orders. can not get timely service.

ii Ability and quality need to be improved, service quality and professionalism are difficult to guarantee

The age of registered volunteers in Nanjing is mainly young people aged 18-25. This part of the group is still in the learning stage of school professional knowledge and lacks the ability and quality of elderly care services. In addition, the differences in the cultural level of volunteers will also affect the quality of services. A large number of volunteers have not received higher education or systematic education, and are still lacking in communication skills and emergency response capabilities.

iii Service attitude needs to be improved and service enthusiasm needs to be enhanced

Unlike other forms of pension services that are purchased with money, time banking is essentially a voluntary service. When the good social trend of "everyone is for me, I am for everyone" has not yet been fully formed, some volunteers are still utilitarian in providing services, but their volunteerism is not strong and their enthusiasm for service is not high. Among the registered volunteers There are even situations such as personnel loss. At this time, it is urgent to change the ideology of these volunteers, strengthen the guidance of positive values, and at the same time need effective incentives to stimulate the enthusiasm of volunteer services.

### ③The elderly group:

i Concepts are not easy to change

Most of the contemporary elderly are used to being supported by their children. Some elderly people's thinking is easy to solidify and reject new things. Therefore, they do not understand or accept the new concept of time bank and the way of using time exchange services. high.

ii There are hidden dangers in safety

So far, there is no perfect system and technical support to supervise the service process in real time without dead ends. At the same time, it is difficult to fully evaluate the identity and quality of volunteers, and there are potential safety hazards in the process of receiving services for the elderly.

iii Difficulty in mastering technology

There are two ways for the elderly to place an order for volunteer service: offline community network application and online ordering using a smartphone. Because of the high dependence on new Internet products such as mobile phones and computers, the elderly have difficulties in mastering technologies such as registration and ordering, and may not be able to communicate their needs in a timely manner.

## 6. Suggestions for the Better Development of Time Bank

In order to improve the efficiency of inter-subject cooperation and give full play to the role of each subject under the networked governance model of the Time Bank, the government, operators, volunteers, and the Quartet should strengthen their roles in the networked governance trust mechanism, cooperation mechanism, and responsibility mechanism, so that Network governance is more orderly and effective.

(1). Government:

① Accelerate the reform of delegating power, delegating power, regulating services, and promoting the social customs of loving and respecting the elderly

First, the reduction of the approval cycle of time banks and public service organizations reduces institutional obstacles to the development of social services. Second, decentralization of governance power, giving grassroots communities and other compliant social entities more governance power in mutual support for the elderly, and using power to ensure the stability of networked governance. Third, change the traditional full-coverage management and single-order management into compliance management, key management, and tracking management to improve management efficiency and enhance practical effects. In addition, outstanding volunteers and outstanding individuals should be selected and commended in a timely manner, and material rewards should be combined with spiritual rewards. In the annual commendation, channels should be opened up from the community to recommend to the city, the province, and even the central government, and publicize the pioneers of caring for the elderly at all levels. Guide the formation of a social atmosphere of loving and respecting the elderly.

② Strengthen the supervision and management of capital guarantee and capital flow



We can try to set up a special department for the promotion of socialized elderly care services under the municipal and county-level human resources and social security bureaus, and the annual capital investment is included in the fixed budget to provide more financial support for the time bank operator. At the same time, a fund supervision specialist shall be set up to review the capital expenditure budget and settlement report, and to track and verify it in real time. In addition, the scope of supervision should be further lowered, and effective constraints should be formed on the fund supervision commissioner.

(2).Registered volunteers:

① Establish a comprehensive service evaluation system and assign files by grade

Establish a comprehensive service evaluation system with professional level, service attitude and service quality as the main weighted indicators, and response speed and punctuality as reference indicators. Improve the evaluation mechanism after the online service is completed, and set up investigators to return visits to the elderly and rate the service of volunteers. Volunteers who have reached a certain level are eligible to participate in the annual honor selection and commendation of volunteer pioneers at all levels and obtain the right to attend and participate in major events given by the government or such as Import and export Expo and Canton Fair volunteers have the priority to hire volunteers, in order to achieve the incentive for volunteers to actively participate and improve service quality.

② Strengthen the training of volunteers

The offline training institutions are located at the doorsteps of the common people, such as community outlets, where they are easily accessible, which reduces the consumption of commuting time and also uses the community to achieve the purpose of publicity. The county and city governments should train their own volunteer service lecturers to strengthen volunteer training through online recording of MOOCs, online meetings and regular lectures, and offline use of community training institutions and corporate training departments to give lectures to enhance volunteer service quality. improve, forming a virtuous circle.

(3). Operator:

① Strengthen the system construction and improve the operation mechanism

The first thing operators should do is to improve the time bank operation system and establish a tracking and feedback mechanism. Clearly classify the service items, improve the equivalent volunteer hours of each volunteer service, convert the volunteer hours into corresponding time coins, complete the unification of time coins, carry out social publicity and publicity, and let the public fully understand the operation of the time bank the rule of. Strengthen the tracking record, record the start and end time and location of the volunteer service through the online window of the time bank, and record the time and location of the volunteer service. At the same time, wear the real-time positioning device and service recorder to grasp the volunteer service time, trends and services To ensure the safety of life and property of the elderly who enjoy the service, regulate the issuance of volunteer hours, and improve the standardization of the time bank.

② Improve the level of intelligence and convenience:

Operators can link the time bank platform with local life service APPs, such as Nanjing's "My Nanjing" APP, and place the time bank entrance in a very conspicuous place on the homepage. The operator is responsible for improving this part of the content, and there are pictures and texts after clicking , A vivid and specific explanation of the concept and operation mechanism of the time bank. The following provides convenient links such as the volunteer registration entrance, the registration entrance for the elderly in need of services, the relative binding entrance, and the reporting supervision channel, so as to facilitate the public as much as possible. Bank access and use.

③ Clarify needs and provide diversified and personalized services:

Operators need to improve the level of evaluation of service objects, grade and file according to age, self-care level, and family situation, and have a better understanding of the needs of the elderly at different levels, so as to accurately provide the most needed services. Operators should clarify the actual needs of service objects through investigation and consultation, initial pilot service promotion, and timely return visits for research, design different types of service projects at different levels according to needs, and allocate volunteers of different professional levels and levels, and track customer service. Meet the diverse and personalized needs of service objects, and improve service levels and customer satisfaction.

## 7. Conclusion

Objectively speaking, although the time bank is not perfect, it also relieves the burden of social pension services to a certain extent. The significance of Time Bank lies more in its concept of "repaying public welfare", which not only encourages people to volunteer services, and starts from the heart of love and respect for the elderly, forming a good social trend of "I am for everyone, everyone is for me"; Forget about returns, respect and respond to people's interest demands, so that people can gain self-worth affirmation and the accumulation of volunteer hours for convertible services. The Time Bank pension model has shortened the distance between people. It is conceivable that when Time Bank breaks through various practical obstacles, it will definitely become a solid arm of China's pension system.

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