

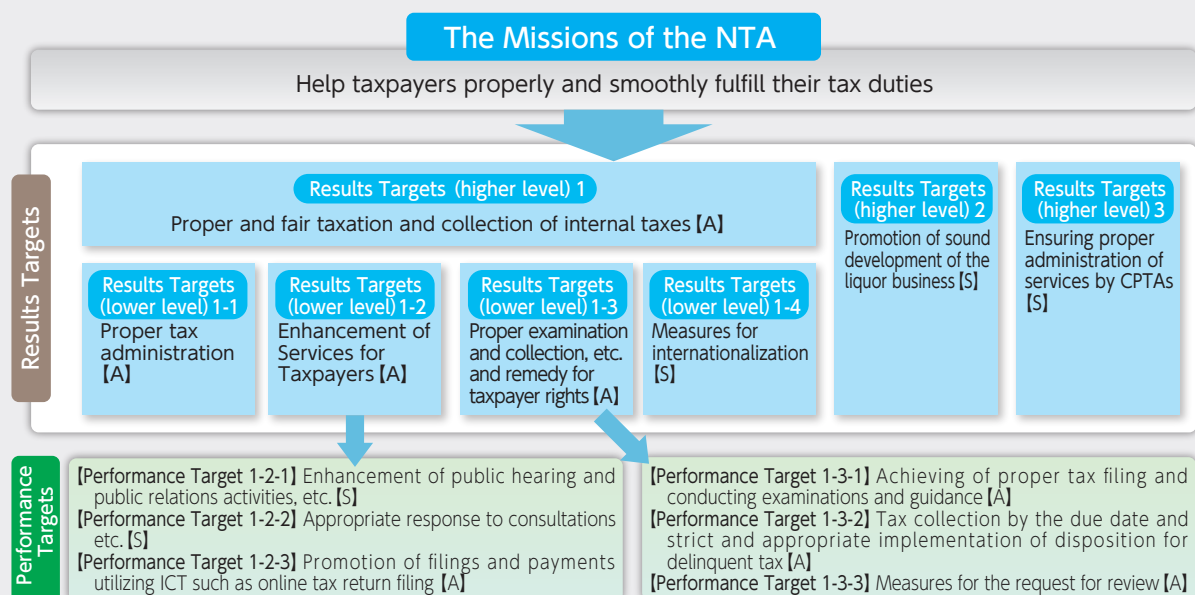
## ~ The purpose of policy evaluation is to fulfill accountability, realize high-quality administration and revitalize the organization ~

The purpose of the “Results Evaluation for the Targets to Be Achieved by the NTA” (policy evaluation) is to ① clarify the NTA’s missions and objectives to be achieved and fulfill accountability to citizens and taxpayers, ② continue promoting more efficient, high-quality tax administration that meets the needs of the times and ③ improve operations, enhance the motivation of staff, and revitalize the organization. The Minister of Finance provides and releases the “Results Evaluation Implementation Plan” and the “Results Evaluation Report” every year.

## ~ The NTA’s missions and assignment and the structure of results evaluation targets and results of evaluation ~

In order to accomplish the NTA’s missions “Help taxpayers properly and smoothly fulfill their tax duties,” the NTA’s three duties provided in Article 19 of the Act for Establishment of the Ministry of Finance were set as the targets to be achieved (Results Target (higher level) 1 through 3). The Results Target (higher level) 1 has 4 sub-results targets (lower level) and 6 performance targets (hereinafter referred to as “results targets, etc.”).

### ■ Concept of “the NTA’s missions” and “results targets, etc.” (for operation year 2019)



※ The NTA evaluates by indices of the following 5 stages about the achievement of each target.

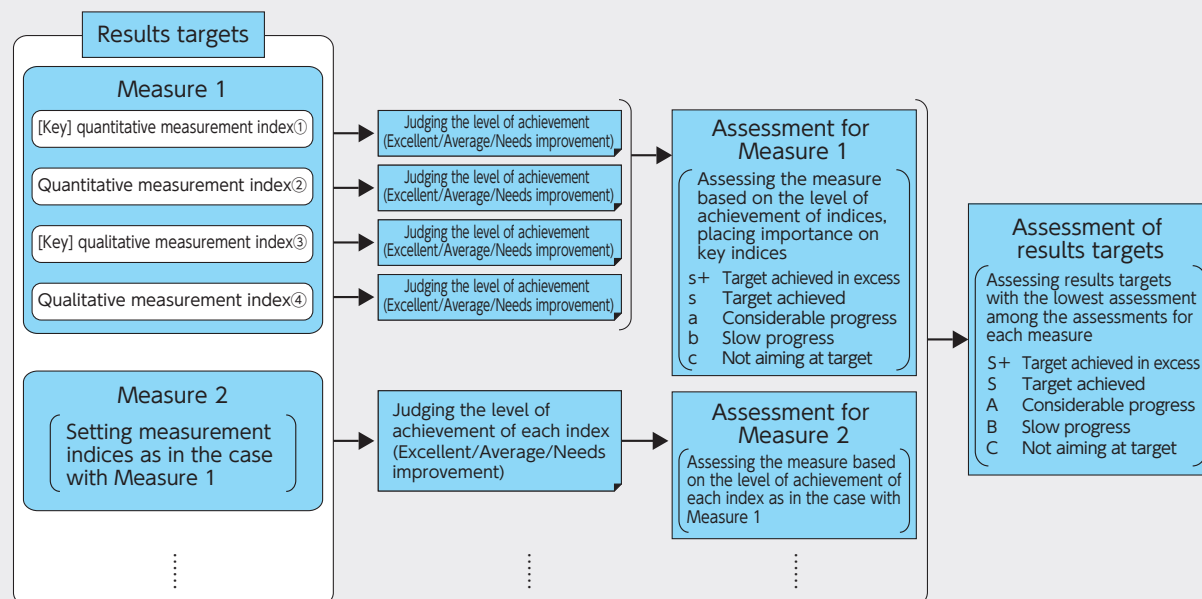
[S+] Target achieved in excess [S] Target achieved [A] Considerable progress [B] Slow progress [C] Not aiming at target

## ~ Evaluation method and evaluation result of results targets, etc. ~

For results targets, etc., means for achieving the target are set as “measures,” and “measurement indices” to evaluate the status of implementations are set for each measure. We set measurement indices combining quantitative measurement indices (38) and qualitative measurement indices (32), depending on the details of measures, and strive for appropriate assessment and particularly for judgement of achievements. Results targets, etc. are assessed by integrating assessment on measures pertaining to the results targets, etc.

Evaluation results for operation year 2019 can be seen as assessment indicated in the above. The NTA will precisely apply these evaluations and verification results to administrative processes, and will carry out efficient and high-quality tax administration through so-called the PDCA cycle.

### ■ Assessment method for results targets, etc.



Note: "Key" is indicated on some measurement indices as one or more indices have to be designated as key indices.

### ■ Key measurement indices obtained through a questionnaire survey (FY2019)

For the results target (lower level) 1-2 "Enhancement of Services for Taxpayers," the level of taxpayers' satisfaction with Tax Offices is obtained through a questionnaire survey.

Item	results target	Percentage of favorable evaluation
Evaluation on publicity of national taxes	80%	80.2%
Level of satisfaction with telephone consultation at Phone Consultation Centers	95%	95.7%
Level of satisfaction with consultation by interview at the Tax Offices	90%	92.2%
Favorable impression of officials' reception manner	90%	91.0%
Level of satisfaction in using signposting, and services at reception and window inside Tax Offices	85%	87.6%

\* "Percentage of favorable evaluation" indicates the percentage of favorable evaluation ("Good" and "Rather good") received in a questionnaire survey in the 5-grade evaluation from "Good" to "Bad."

## Ministry of Finance Round-table Conference for Policy Evaluation

In order to secure objectivity for the evaluation of results and improve the quality of evaluation, the "Ministry of Finance Round-table Conference for Policy Evaluation," which consists of experts, is held to obtain expert opinions at the phase of implementation planning and evaluation.

Opinions on the evaluation of results for operation year 2019 include the following: "I think the evaluations are appropriate," "I appreciate that officials who engage in practicum at the front line like the NTA are making efforts with high motivation despite the situation caused by the Covid-19 pandemic. I hope they will keep good working," "The further implementation of digitalization will be a major theme going forward. I would like the Ministry of Finance and the NTA to take the initiative and carry it out" and "The NTA's evaluation results are extremely valuable from the perspective of fulfilling accountability towards citizens, and I also appraise the superb contents."

"Strict self-evaluation with the attitude to discipline oneself is worthy of praise," "It is important to demonstrate the status and performance through numbers, and we hope that more numeric goals are set going forward," "We hope that positive evaluation scores do not result in complacency, and we hope to see continuous efforts to elevate itself to even higher levels."

※For details, please visit the "NTA's Results Evaluation" on the NTA website (<https://www.nta.go.jp/about/evaluation/01.htm> [in Japanese]).