

Costs of Assessment and Additional Assessment of Corporate Income Tax

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Abstract: The paper focuses on analyzing the costs associated with assessing and additional assessing corporate income tax in the Czech Republic between 2021 and 2023. The purpose is to identify the main cost components, analyze their structure and regional differences, and evaluate the overall effectiveness of tax administration. The research is based on the theoretical foundations of tax administration, the legislative framework, and data from the Czech Financial Administration. The methodology combines quantitative analysis of cost items, including personnel, IT infrastructure, and operational expenses, with a comparative assessment of tax collection effectiveness. The results show that while absolute administrative costs rose to 3.21 billion CZK in 2023, the efficiency of tax collection significantly improved. The cost-to-collection ratio decreased from 1.63% in 2021 to 1.13% in 2023, driven by a robust increase in tax revenue and digitalization. The study concludes that modernizing tax processes helps optimize costs and provides recommendations for further improvements in tax administration efficiency.

Keywords: corporate income tax; tax administration; costs; collection efficiency; tax assessment

JEL Classification: H25; H26; H83

1. Introduction

Taxes are a fundamental pillar of public expenditure financing and, at the same time, one of the most important instruments of state economic policy. Effective tax administration affects not only the stability of public finances, but also the confidence of citizens and businesses in the fairness of the tax system, which is considered a key determinant of voluntary tax compliance (Alm & McClellan, 2012; Slemrod, 2019). A key role in this process is played by the assessment and Additional Assessment of corporate income tax – procedures used to determine the correct amount of tax liability and correct any discrepancies (Slemrod & Weber, 2012). Every administrative step, from business registration to tax return processing to possible tax additional assessment, incurs financial costs, which are referred to in the professional literature as tax administration and tax compliance costs (OECD, 2022; Okunogbe & Pouliquen, 2022). These costs can significantly affect the efficiency of the tax system and the business environment.

In recent years, tax administration has changed dramatically as a result of digitisation and process automation. Electronic filing, automated checks and online communication with the tax authorities reduce the administrative burden and speed up tax proceedings, as confirmed by empirical studies analysing the impact of digitisation on tax collection and tax compliance (Okunogbe & Pouliquen, 2022). At the same time, however, these changes require high investments in technological and security infrastructure, which is in line with the OECD's (2022) conclusions on the cost of modernising tax administrations. Tax assessment and additional assessment is therefore not just a technical process, but a reflection of the functioning of the entire tax system. Properly set up processes can reduce the administrative burden on businesses, increase the efficiency of public administration and limit the scope for tax evasion, as confirmed by extensive research and analysis in the field of tax enforcement (Beer et al. 2020; Johannesen et al., 2020).

Conversely, inefficient tax administration can lead to legal disputes, increased public expenditure and a weakening of business confidence in the tax system. As Wattel (2018) points out, direct taxation remains the primary instrument of fiscal policy in modern economies, and effective tax administration must reflect both national and international tax frameworks. This conclusion corresponds with foreign studies that emphasise the growing importance of international tax coordination in response to the globalisation of business activities (Devereux & Vella, 2014; Dharmapala, 2014).

The tax system is constantly evolving in line with legislative changes and international commitments, with the main emphasis on simplicity, fairness and efficiency of tax collection (Ministry of Finance of the Czech Republic, 2023). In the European context, there is an effort to harmonise tax policies and eliminate tax barriers within the single market (Wattel, 2018). Tax administration is carried out by public authorities responsible for registering taxpayers, assigning tax identification numbers and supervising the fulfilment of tax obligations. According to Section 10 of the Tax Code (Czech Rep., 2009), tax administration is carried out primarily by financial and customs authorities, or other administrative authorities if so provided by a special law. The basic powers of the tax administrator include conducting tax and related proceedings, search and control activities, imposing obligations on tax entities and ensuring the payment of taxes. The tax administrator is also authorised to establish and maintain registers and records of taxpayers and their tax obligations (Czech Rep., 2009). International cooperation with the EU and the OECD, which focuses on the exchange of information, the fight against tax evasion and the harmonisation of tax collection rules, also plays an important role (OECD, 2023). The role of the tax administrator within the tax system consists not only in the control and administration of taxes, but also in active cooperation with national and international institutions. Its activities are governed by tax regulations and other legal provisions that define the scope of its powers and responsibilities. The digitisation of tax administration is a key trend in modern tax administration. The introduction of digital tools enables more efficient processing of tax obligations, reduces errors and increases the transparency of the system, as confirmed by empirical analyses by Okunogbe & Pouliquen (2022). At the same time, digitisation allows financial administration resources to be shifted to analytical and control activities with higher added value (OECD, 2023).

Tax administration costs can be divided into several main categories that reflect key areas of tax administration. The most significant cost items include personnel costs, investments in digitisation, administrative expenses and control activities. Effective tax administration is reflected in the ability to optimise these expenses while ensuring smooth tax collection and minimising tax evasion (Hamerníková, 2017). Tax assessment is a fundamental process of tax administration, in which the tax administrator determines the amount of tax liability on the basis of a tax return or its own investigation. This process involves analysing the documents submitted, checking the accuracy of the data and applying the relevant tax laws (Financial Administration of the Czech Republic, 2025). Tax assessment involves administrative and personnel costs, which include staff salaries, office operating costs and technical equipment. It also includes expenses for postal services related to the delivery of tax assessments and decisions by the tax administrator. Another significant component is the cost of information systems that enable the digital processing of tax returns (Vančurová, 2020). Tax additional assessment is a more complex and costly process than tax assessment, as it involves detailed control and legal procedures. Tax additional assessment is considered a key tool for reducing information asymmetry between taxpayers and tax administrators, particularly in the area of transfer pricing and international tax planning (Beer & Loepnick, 2015). The importance of judicial review of additional assessment decisions is considered a fundamental element in protecting the legal certainty of taxpayers.

In an international context, tax administration is increasingly focused on harmonising rules and combating aggressive tax planning. European Union and OECD initiatives aim to limit profit shifting and enhance transparency, which has a direct impact on corporate income tax assessment and additional assessment processes (Devereux & Vella, 2014; Dharmapala, 2014).

The tax system is constantly evolving in line with legislative changes and international commitments, with the main emphasis on simplicity, fairness and efficiency of tax collection. The aim of this paper is to analyze the administrative costs associated with the assessment and additional assessment of corporate income tax (CIT) in the Czech Republic between 2021 and 2023 and to evaluate the efficiency of these processes in relation to the tax collected. To achieve this, the paper examines the cost structure (personal, IT, and operational) and assesses how digitalization has influenced the cost-to-collection ratio.

In this context, it is necessary to unify the terminology used. Tax assessment refers to the primary procedure of determining the tax liability based on a regular tax return. Additional assessment represents the process of correcting or determining a new tax liability, typically following a tax audit or the discovery of new facts by the tax administrator.

2. Methodology

The costs associated with the individual procedural steps of corporate income tax administration were evaluated for the Czech Republic with an emphasis on regional comparisons and the evaluation of tax collection efficiency in the period 2021-2023.

The analysis focuses on calculating the costs associated with assessing and additional assessing corporate income tax. As part of the analyses, the costs were divided into several

categories according to their nature and purpose: human resources, IT infrastructure, office and premises, and operating expenses. Human resources include the salaries of financial administration employees, training costs and employee benefits. IT infrastructure represents expenses related to software, servers, data storage and licence fees. Office space includes rental costs, operating expenses related to energy and maintenance. Operating expenses consist of administrative costs, material equipment and external services necessary for the functioning of the tax administration.

Available data from the Czech Financial Administration and internal reports on tax administrator expenditure were used to evaluate tax administration costs. As some data are not publicly available, it was necessary to estimate it based on secondary data sources. Estimates were made using relative proportions of known values, particularly for personnel costs and IT infrastructure. The methodology of proportional distribution of costs among regions is based on relevant variables such as the number of employees, registered entities, and total collection. Due to the unavailability of granular public data on specific tax types, this study employs expert estimates derived from the internal organizational structure of the Financial Administration. For example, the 25% allocation to personnel costs reflects an expert estimate of the capacity needed to administer corporate income tax compared to other major taxes such as VAT.

The following formulas were used to calculate the individual cost categories.

Human resource costs in individual regions (C_{HR}) were determined according to the following formula:

$$C_{HR} = C_S \times \frac{P_{NE}}{P_{TNE}} \quad (1)$$

C_{HR} represents human resources costs in the region,

C_S is the total amount paid in salaries,

P_{NE} is the number of employees in the region,

P_{TNE} is the total number of employees in the financial administration.

This formula shows the proportional distribution of labor costs based on the share of workers in each region in the total number of employees.

IT infrastructure costs in individual regions (C_{IT}) were determined according to the following formula:

$$C_{IT} = B_{ITB} \times \frac{R_{ENT}}{T_{ENT}} \quad (2)$$

C_{IT} is the cost of IT infrastructure in the region,

B_{ITB} is the total IT infrastructure budget,

R_{ENT} is the number of registered tax entities in the region,

T_{ENT} is the total number of registered tax entities in the Czech Republic.

The allocation of 20–25% for IT and operational expenses is derived from the proportional representation of corporate income tax entities within the total tax registry, while specifically accounting for the higher administrative complexity and technical demands associated with managing these subjects compared to simpler tax agendas (e.g., flat-rate tax regime or physical persons with single income sources).

The costs of office space (C_{SC}) were divided equally among all regions according to the following ratio:

$$C_{SC} = \frac{C_{TSC}}{N_{REG}} \quad (3)$$

C_{SC} office space costs in the region,

C_{TSC} represents total office space costs,

N_{REG} is the number of regions.

The equal distribution of office space costs among regions is applied because these expenses are treated as fixed overheads related to the basic operational infrastructure that must be maintained in each regional headquarters. This simplification reflects the fact that the Financial Administration operates a standardized network of buildings where maintenance, energy, and security costs are centrally allocated to ensure basic accessibility of tax services in all regions, regardless of the specific volume of tax subjects in a given location.

Due to the unavailability of detailed data on the costs of individual components of tax administration, it was necessary to work with estimated values calculated based on available aggregate data. The calculations are based on a methodology of proportional distribution of costs among regions based on relevant variables such as the number of financial administration employees, the number of registered tax entities, and total tax collection in individual regions.

Within the scope of this issue, the success rate of collection transactions, i.e. the effectiveness of tax collection in relation to the costs incurred, was also analysed. For this purpose, an analysis was carried out of the ratio of successfully collected taxes to assessed amounts in individual regions. This approach made it possible to assess the effectiveness of the current tax system and identify areas where there are the greatest differences between expected and actual tax revenue.

3. Results

The costs associated with the process of assessing and additional assessing corporate income tax were calculated based on data collected from the annual reports of the Czech Financial Administration (2021–2023), publicly available databases of the Czech Ministry of Finance (2023) and internal reports on the costs of the tax administrator.

3.1. Human Resource Costs Associated with Tax Administration

Human resources represent a key component of tax administration costs. The total number of employees of the Czech Financial Administration was approximately 13,800 in 2023. Of these, up to 25% are involved in corporate income tax (CIT) administration. These figures are used to estimate the number of employees in each region who are involved in corporate income tax (CIT) administration and their corresponding wage costs (Table 1). The total estimated cost of salaries and contributions for employees involved in corporate income tax is CZK 1,842,217,872. Estimates of total annual wage costs in the previous years 2021 and 2022 were almost identical, as were the total wage costs for all employees in this period (Financial Administration of the Czech Republic, 2024).

Table 1. Estimated wage costs for corporate income tax administration in individual regions in 2021–2023

Tax office (region)	Number of employees at corporate income tax	Average salary (CZK)	Monthly wage costs (CZK)	Annual wage costs (CZK)
Specialised tax office	80	60,000	6,422,400	77,068,800
Prague	450	45,000	27,094,500	325,134,000
Central Bohemia	260	40,000	13,915,200	166,982,400
South Bohemia	150	38,000	7,626,600	91,519,200
Moravian-Silesian	330	39,000	17,220,420	206,645,040
South Moravian	310	41,000	17,005,980	204,071,760
Pilsen	150	37,000	7,425,900	89,110,800
Karlovy Vary	80	36,000	3,853,440	46,241,280
Ústí nad Labem Region	200	37,500	10,035,000	120,420,000
Liberec	130	36,800	6,400,992	76,811,904
Hradec Králové	140	37,200	6,968,304	83,619,648
Pardubice	130	36,900	6,418,386	77,020,632
Vysočina	130	36,500	6,348,810	76,185,720
Zlín	130	36,600	6,366,204	76,394,448
Olomouc	170	37,000	8,416,020	100,992,240

Note: regional distribution is estimated based on proportional allocation of aggregate data

The time required for corporate income tax assessment and additional assessment procedures depends on the complexity of the specific case, regional differences and the technological tools available. While standard tax returns can be processed within a few hours, the review of more complex cases, particularly those involving large legal entities, requires the involvement of multiple experts and may take several days. Labour costs in tax proceedings vary depending on the type of task (Table 2).

Based on analyses of data from 2021–2023, it was found that the time required for complex cases remained stable, unlike the regular agenda, where the full digitisation of routine tasks led to faster processing. In 2023, automation resulted in time savings for routine tasks compared to 2021, as most of these submissions are now processed by automated systems that only alert officials to obvious logical errors (validation). Complex tax returns require individual expert assessment and human intervention, which keeps their time consumption at the same level. The process of preparing for tax additional assessment, which

is a key stage between the completion of the audit and the issuance of the payment assessment, remains the same in terms of personnel and time requirements, as it requires precise legal and factual justification of the differences found.

Table 2. Costs of actions in tax proceedings in 2021 and 2023

Type of action	Number of employees involved	Role in the process	Total time per action (hours)		Labour costs per task (CZK)
			2021	2023	
Processing a simple tax return	1	Administrative worker	2-4	1-2	400-800
Processing of complex tax returns (companies with international elements, deductions)	2	Specialists	10-16	10	4,000-6,400
Standard tax audit	3	Team of auditors	30	25	12,000-24,000
Comprehensive tax audit	3	Team of specialists/lawyers	90-200	80	36,000-80,000
Preparation for additional assessment	2	Specialist + Manager	30	25	12,000-20,000

Regular training and professional development of employees are essential to maintaining the efficiency and expertise of the financial administration. Training for financial administration employees focuses on three main areas: amendments to tax regulations, technological innovations and cybersecurity, as well as the development of managerial and communication skills. In 2023, there was a noticeable increase in spending on employee training (Table 3). In 2023, a record 66,069 people were trained, but the total cost was lower than in 2021 (Table 3). A key factor was the transition to digital education. The financial administration is undergoing a transformation, where online training has enabled the remaining staff to quickly adapt to the growing workload.

Table 3. Costs of training financial administration employees in 2021–2023

Year	Number of employees in training			Online training number of employees	Total number of employees trained	Total training costs (CZK million)
	Internal training for civil servants	External training for civil servants	Financial administration employees			
2021	28,042	4,762	3,119	28,325	35,923	85
2022	23,430	942	1,686	10,862	26,058	82
2023	59,478	3,320	2,325	34,280	66,069	80

3.2. Operating and Investment Costs

Operating costs cover a wide range of expenses, including energy costs, building maintenance, communication with taxpayers, and legal services. These expenses represent a significant part of the financial administration budget and showed an upward trend between 2021 and 2023, mainly due to rising energy prices and increasing inflation (Table 4). In addition to energy, legal and administrative services accounted for a significant portion of operating costs. The growing volume of tax cases and more complex tax agendas led to increased spending on legal advice and administrative support. While expenditure on legal

advice amounted to CZK 725.1 million in 2021, it rose to CZK 771.8 million in 2023. Similarly, expenditure on expert consultations also increased, reaching CZK 341.2 million in 2023 (Table 4). The more complex structure of tax cases required the expansion of expert consultations, particularly in the areas of international tax law, transfer pricing and specific interpretations of tax regulations.

Table 4. Estimated structure of the financial administration's operating costs for CIT in 2021–2023

Year	Purchase of water, fuel and energy (CZK million)	Postage (CZK million)	Telephone services (CZK million)	Legal advice (CZK million)	Expert consultations (CZK million)
2021	163.9	1,461.7	1,910.6	725.1	312.5
2022	182.9	1,504.6	1,907.9	748.4	325.6
2023	236.9	1,564.8	1,987.0	771.8	341.2

Investment costs mainly represent investments in IT infrastructure. The development of expenditure in 2021–2023 reflects an increased emphasis on automation, strengthening cyber security and modernising key systems. Investments in IT were also affected by the COVID-19 pandemic, which required the accelerated digitisation of processes and the transition to electronic tax administration. This situation led to greater investments in online services, which was subsequently reflected in the IT infrastructure budget. A significant item of capital expenditure was the modernisation of tax information systems, in particular the automation of tax return evaluation and the digitisation of control processes. Cyber security was also strengthened in response to the growing risks associated with the digitisation of tax databases (Table 5).

IT expenditure in financial administration showed significant year-on-year differences. In 2021, it reached CZK 930.7 million, with most of the budget going towards current expenditure, such as the operation of tax systems and IT infrastructure management. In 2022, there was a significant decline in investment, mainly due to the temporary restriction of large IT projects and a reduction in capital expenditure to CZK 116 million (Table 5). In contrast, 2023 saw a record increase in IT infrastructure expenditure as a result of extensive investments in the modernisation of key tax systems, cyber security and IT infrastructure.

Table 5. Structure of IT infrastructure costs of the Financial Administration of the Czech Republic in 2021–2023

Year	Total IT expenditure (CZK million)	Current expenditure (CZK million)	Capital expenditure (CZK million)	Investment in the ADIS tax system (CZK million)	Licences (CZK million)	Operating expenditure (CZK million)	Hardware and technology (CZK million)
2021	930.7	680.2	250.2	588.1	-	-	-
2022	731.8	615.8	116.0	-	-	-	-
2023	1,567.5	965.6	601.9	588.1	222.4	459.2	142.9

3.3. Collection of Corporate Income Tax in the Context of Cost Estimates

The success rate of corporate income tax collection is a key indicator of tax administration efficiency. This indicator reflects not only the tax discipline of business

entities, but also the efficiency of the tax assessment and additional assessment processes themselves (OECD, 2023; Ministry of Finance of the Czech Republic, 2023). Between 2021 and 2023, the success rate of tax collection remained almost stable (Table 6). The slight decline in 2023 is related to the higher volume of additional tax assessments, the enforcement of which is more time-consuming. This reflects the overall situation, where stricter tax controls and a higher volume of additional tax assessments are leading to an increase in the number of companies that pay their tax liabilities late or take advantage of payment schedules.

Table 6. Collection rate for assessed/additional and collected corporate income tax

Year	Assessed/additional tax (CZK billion)	Actual tax collection (CZK billion)	Collection rate
2021	195.96	184.52	94.2%
2022	228.68	215.30	94.2%
2023	340.09	284.95	93.7%

The total wage costs for employees involved in the assessment and additional assessment of corporate income tax are based on the estimate in Table 1. These costs in the period 2021-2022 do not differ from those in 2023, as the number of employees involved in corporate income tax has decreased slightly, but their salaries have increased. Employee training costs are determined based on an expert estimate of the number of employees working on corporate income tax, i.e. 25% of the total training costs for all employees. IT infrastructure and operating costs are based on the number of entities administered and the complexity of administering this tax, and are determined on the basis of an expert estimate as 20% of total costs. The costs of legal services and expert consultations for corporate income tax are estimated at 25% of the total costs of these services, taking into account the number of entities and the need for these services in assessing and additional assessing corporate income tax. The individual types of estimated costs are calculated in Table 7.

Table 7. Estimated total costs of assessing and additional assessing corporate income tax

Year	Wage costs (CZK)	Training costs (CZK)	IT costs (CZK)	Operating costs (CZK)	Legal services and consulting costs (CZK)
2021	1,842,218,000	21,250,000	186,140,000	707,240,000	259,400,000
2022	1,842,218,000	20,500,000	146,360,000	719,080,000	268,500,000
2023	1,842,218,000	20,000,000	313,500,000	757,740,000	278,250,000

The costs of tax assessment and additional tax assessment (Table 8) show a fluctuating trend with an overall increase in the period under review. In 2022, there was a slight decrease in costs (compared to 2021). In the last year under review, costs rose to CZK 3,211,708 thousand, representing an increase of 6.48% compared to the previous year. This growth may reflect inflationary pressures and increased spending on digitisation mentioned in previous analyses. While costs rose slightly, the values of assessed tax and actual collection recorded a sharp increase in 2023. The amount of assessed tax increased by almost 73.55% in 2023 compared to 2021. We see a similar trend in tax collection, which increased from CZK 184,520,000 thousand to CZK 284,950,000 thousand in 2023. The fact that assessed tax is

growing faster than collection indicates an increase in the volume of additional assessments or future receivables.

A positive finding is the steady decline in the share of costs in total collection, which indicates the growing efficiency of the Financial Administration. The share of costs in assessed tax has improved dramatically from 1.54% in 2021 to just 0.94% in 2023. This means that the overhead costs per assessed tax crown are getting lower and lower. Despite the growth in absolute costs, their share of corporate income tax collected fell from 1.63% to 1.13%.

Table 8. Costs of assessing and reassessing corporate income tax in the context of collection

Year	Costs (CZK)	Assessed/additional tax (CZK)	Share of assessed/ additional tax	Collection	Share of collection
2021	3,016,248,000	195,960,000	1.54%	184,520,000	1.63%
2022	2,996,658,000	228,680,000	1.31%	215,300,000	1.39%
2023	3,211,708,000	340,090,000	0.94%	284,950,000	1.13%

4. Discussion

The analysis of the costs associated with the assessment and additional assessment of corporate income tax (CIT) in the Czech Republic between 2021 and 2023 reveals a significant shift in the efficiency of tax administration. While the absolute administrative costs for this specific agenda rose from CZK 3.02 billion in 2021 to CZK 3.21 billion in 2023, the relative burden in proportion to tax revenue followed a sharply declining trajectory.

Interpretation of Efficiency and Digitalization

A primary finding is the reduction of the cost-to-collection ratio from 1.63% in 2021 to 1.13% in 2023. Although absolute costs increased by 6.48% in 2023—driven largely by significant investments in IT infrastructure and expert consultations—the relative costs fell due to a robust increase in total tax collection. While a direct causal link between digitalization and efficiency requires further empirical isolation from other macroeconomic factors (such as inflation or corporate profitability), the data suggests that digital systems like ADIS allow the Financial Administration to handle a substantially higher volume of assessed and additionally assessed tax without a linear increase in personnel. This can be interpreted as an „economy of scale“ facilitated by technological modernization.

Cost Structure and Human Resources

The cost structure remains highly rigid, with personnel expenses consistently representing the dominant component, exceeding 57% in 2023. However, the strategic shift toward online training highlights a qualitative improvement in resource management. In 2023, a record number of employees were trained despite a decrease in total training expenditure, demonstrating that digital transformation offers not only operational savings but also broader accessibility to professional development.

Regional Nuances and Specialized Administration

Regional differences in costs, particularly the higher expenses noted in Prague and at the Specialised Tax Office, correspond to the inherent complexity of the entities managed in these jurisdictions. These offices handle sophisticated tax agendas, including transfer pricing and international transactions, which naturally require more expensive expert consultations and legal support. Nevertheless, these higher costs are justified by the disproportionately higher volume of tax collected in these regions, reinforcing the overall productivity of the system.

Strategic Implications

The surge in IT expenditure in 2023 (a 114% year-on-year increase for the CIT portion) reflects a necessary capital investment into cybersecurity and system modernization. In the context of the research objective, this investment appears effective as it has supported a 73% increase in the volume of assessed and additionally assessed tax between 2021 and 2023. To further improve efficiency, it is recommended that the Financial Administration continues to transition from routine manual processing toward automated analytical tools focused on high-value control activities. This development is in line with the conclusions of international studies (OECD, 2023; Okunogbe & Pouliquen, 2022), which confirm the positive relationship between digitisation, higher tax compliance and lower administrative costs.

5. Conclusions

The study evaluated the cost efficiency of corporate income tax (CIT) administration in the Czech Republic from 2021 to 2023. The research objective was met by identifying the key cost drivers and analysing their regional distribution. The findings confirm that while the absolute financial requirements for tax administration are increasing due to necessary investments in modern infrastructure, the relative efficiency of tax collection is improving significantly.

The analysis shows that the Czech tax system is successfully transitioning toward a more digitized model, which allows for a substantial increase in tax revenue management without a corresponding increase in personnel capacity. A significant finding is the role of the Specialised Tax Office and the Prague region, where higher administrative costs are justified by the high complexity of the tax subjects and the disproportionately larger volume of tax collected.

Despite the positive trends in efficiency, the cost structure remains rigid, with personnel expenses being the most significant burden. To ensure long-term sustainability and further cost optimization, it is recommended that the Financial Administration prioritizes the automation of routine assessment processes and enhances the use of advanced analytical tools for tax audits. Future research should focus on a more detailed longitudinal analysis of IT investment returns to further isolate the impact of digitalization from broader macroeconomic trends.

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