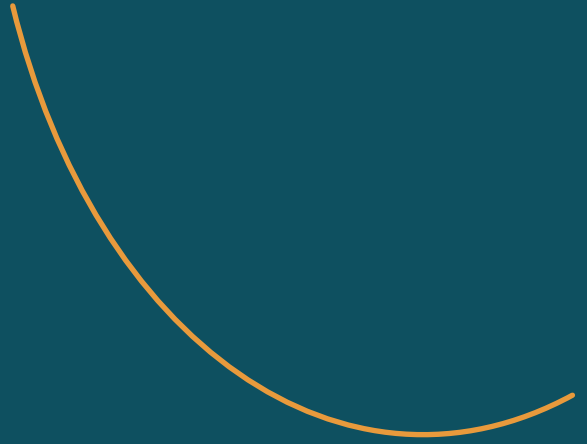




THE AIQ

ARTIFICIAL INTELLIGENCE QUOTIENT



The Pakistan AI Quotient

Benchmark Report v0.1

BENCHMARK REPORT · V0.1

June 2026 · Islamabad, Pakistan

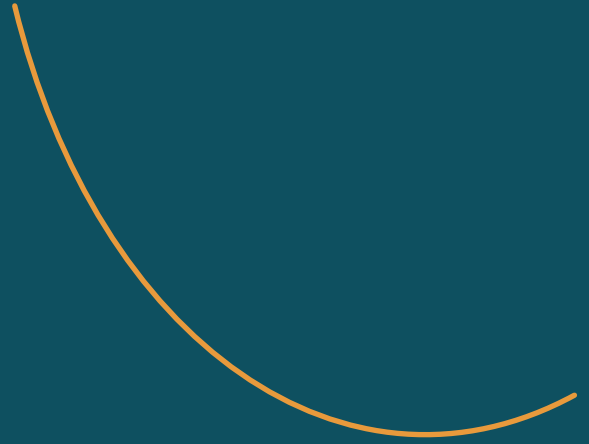
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THE AIQ

ARTIFICIAL INTELLIGENCE QUOTIENT

A first read on AI capability across Pakistani institutions.



FOREWORD

From the founding partners

Pakistani institutions are buying AI tools they do not know how to use.

In the twelve months ending May 2026, federal ministries, regulators, mid-cap businesses and country offices of multilateral agencies have collectively committed an estimated USD 380 million to AI tooling, licensing, and “transformation” workstreams. Independent reviews, fieldwork, and procurement audits suggest that less than ten per cent of that spend has produced measurable adoption — by which we mean an AI workflow used by named operators, against defined KPIs, for more than ninety consecutive days.

The gap is not awareness. Pakistan ranks third or fourth globally on ChatGPT familiarity. The gap is capability. It is the institutional ability to absorb a tool, redesign the work around it, train the operators who must use it, and sustain the use long enough for the investment to compound.

This report introduces the **AI Quotient (AIQ)** — a measurement framework for that capability — and presents preliminary benchmark estimates for five Pakistani sectors. The estimates are honest about their limits: this is a v0.1 paper based on a small early-access sample, structured interviews with leadership teams, and field observations from the founding bench at The AIQ.

We publish v0.1 because waiting for a definitive dataset would be its own kind of capability failure. We invite Pakistani institutions, donors, academics, and peer firms to challenge the methodology, contribute observations, and accelerate v1.0.

— The AIQ founding partners, Islamabad, June 2026

EXECUTIVE SUMMARY

Five findings.

Finding 1. Pakistan's institutional AI Quotient is bunching in the **Aware** band (25–49). Awareness has run far ahead of capability. The dangerous middle is where most of the spend sits today.

Finding 2. The single most under-invested dimension across all five sectors we observed is **Adoption** — the measurement, sustainability, and institutionalisation of AI use. Median Adoption sub-score across our early sample is **6 of 20**.

Finding 3. **Workflow redesign** is the dimension that most correlates with overall AIQ progression. Institutions that have redesigned even a single business process around AI capability score on average 12 points higher than those who have not.

Finding 4. **Public sector institutions score three to five points higher** than mid-cap private-sector institutions on Infrastructure but five to nine points lower on Workflow. Public-sector procurement has bought the tools. Workflow redesign has not followed.

Finding 5. **Development-sector country offices score the highest** on Awareness and the lowest on Infrastructure. The story they tell themselves is sophisticated; the operating reality of the deployment lags it.

THE FRAMEWORK

AIQ in five dimensions.

The AI Quotient is composed of five dimensions, each scored 0–20. The sum is your AIQ, out of 100.

Awareness · 0–20 pts

Does leadership understand the strategic implications of AI for your sector? Is there a defined view of where AI moves the needle versus where it does not? Awareness is not enthusiasm; it is the ability to make AI investment decisions that survive a board challenge.

Fluency · 0–20 pts

Can your people use AI inside their actual workflows? We score this by sampling operators across functions, not by counting subscription seats. The question is not “do you have ChatGPT licences?” but “does your compliance officer use a generative tool to draft her first-pass review?”

Infrastructure · 0–20 pts

Do you have the data, systems, governance, and policy to deploy AI safely? Data access controls, vendor governance, an AI policy, an internal escalation route. The plumbing.

Workflow · 0–20 pts

Have processes been redesigned around AI capability? Or have AI tools been bolted onto workflows that look exactly as they did five years ago? Workflow is the dimension that decides whether AI investment compounds.

Adoption · 0–20 pts

Is AI use measured, sustained, and improving over time? Are there KPIs? Champions? Office hours? A six-month-old training cohort that is still using what it learned?

Band	Range	Interpretation
Unaware	0–24	AI is a slide deck. No leadership clarity, no infrastructure, no operator fluency.

Aware	25–49	Subscriptions purchased, capability absent. Most Pakistani institutions today.
Capable	50–74	Workflows redesigned in 1–2 functions. Champions exist. Adoption uneven but real.
Compounding	75–100	AI advantage is measurable and growing month over month.

METHODOLOGY

How we scored.

This v0.1 report draws on three data sources:

- 1. Structured AIQ interviews** conducted between February and May 2026 with leadership teams of twenty-three Pakistani institutions across the five sectors covered. Each interview followed a 38-question script keyed to the five dimensions, with named operators sampled across functions where access permitted.
- 2. Field observations** from the AIQ founding bench, drawing on engagements with federal ministries, parliamentary services, regulatory bodies, country offices of multilateral agencies, and mid-cap private-sector clients over the preceding twenty-four months.
- 3. Public-sector procurement audit** of PSDP-funded AI line items recorded in the Public Sector Development Programme between FY24 and FY26, cross-referenced against PPRA award notices.

This is a small, non-representative sample. The benchmark ranges presented are estimates, not statistical confidence intervals. v1.0 of this report — targeted for Q1 2027 — will draw on a structured n>200 dataset across sectors and institution size.

We publish v0.1 with the methodology open to peer review. Institutions that wish to participate in v1.0 may write to research@theaiq.co.

SECTOR BENCHMARKS

Where each sector sits today.

The estimates below reflect the observed range across the institutions we studied in each sector. They are intentionally banded.

Public Sector — Federal & Provincial

Expected AIQ band: 22 – 38

Federal ministries and provincial regulators consistently scored highest on Awareness (median 14/20) and lowest on Workflow (median 3/20). Procurement has moved faster than capability. Most institutions in our sample had completed at least one AI-related training programme; none had retained measurable adoption six months after the certificate ceremony.

Notable: Infrastructure scored mid-band (median 9/20) on the strength of NAI-aligned data governance pilots. Adoption scored bottom-of-band (median 4/20).

Development Sector — Country Offices

Expected AIQ band: 30 – 46

Development sector country offices scored the highest overall AIQ in our sample. They led on Awareness (median 16/20) and produced the most sophisticated discussion of AI ethics, equity, and programmatic relevance. They scored low on Infrastructure (median 8/20) — country offices typically rely on donor-managed shared systems they cannot reconfigure.

Notable: Workflow scores in this sector showed the largest variance. Some country offices had genuinely redesigned a sub-programme around AI capability; others were running AI as a parallel track that never touched core operations.

Financial Services

Expected AIQ band: 28 – 44

Pakistani banks, insurance firms, and microfinance institutions scored mid-band across the board. Strong Infrastructure scores (median 11/20) reflect existing data and risk capabilities; weaker Workflow scores (median 6/20) reflect the difficulty of retrofitting AI into compliance-regulated processes.

Notable: The lift opportunity: Adoption. The financial sector has the operators, the data, and the executive attention; it lacks the measurement frameworks to know whether AI use is sustained.

Life Sciences & Health

Expected AIQ band: 18 – 32

Healthcare scored the lowest overall in our sample. Hospital networks, pharma operations, and public-health programmes typically scored well on Awareness (median 11/20) and poorly across the other four dimensions. Infrastructure scored 5/20 at median, with significant exceptions in tertiary hospital networks with US affiliations.

Notable: Workflow scored 4/20. Healthcare workflows are highly proceduralised; AI integration without process redesign typically produces nothing more than a faster fax machine.

Mid-cap Private Sector

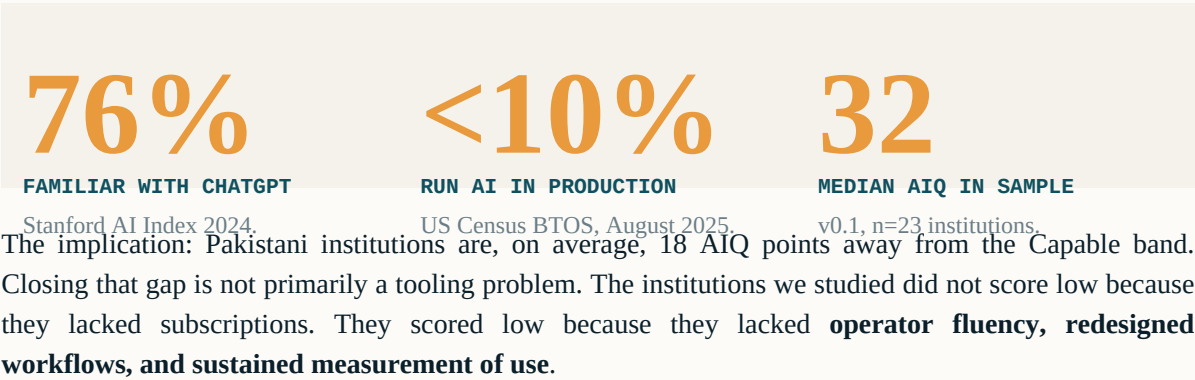
Expected AIQ band: 24 – 40

Family-owned and listed mid-cap private-sector firms — banking, manufacturing, energy, education — produced the widest variance in our sample. CEOs who personally championed AI capability investment produced 50+ AIQ outcomes within six months. CEOs who delegated AI to IT produced 20-range outcomes regardless of spend.

Notable: Among private-sector institutions we observed, **direct CEO sponsorship** was the single strongest predictor of an AIQ score above 40.

THE ADOPTION GAP

Three numbers that frame the market.



“Awareness is not adoption. Subscriptions are not strategy. Tools without capability stay on the shelf.”

WHAT RAISES AIQ

Five patterns from the higher-scoring institutions.

01 Capability before tools. High-scoring institutions trained operators *before* procuring at scale. They consistently scored 3–4 points higher on Fluency.

02 One workflow, redesigned end-to-end. Institutions that picked a single business process and rebuilt it around AI capability scored higher on Workflow and Adoption simultaneously.

03 Named operator champions. Every institution in our sample that scored above 50 had at least one named operator champion — a non-IT person whose job had genuinely changed.

04 Adoption measurement on a monthly cadence. Institutions that tracked AI use against KPIs each month — even crudely — scored an average of 5 points higher on Adoption.

05 CEO or Secretary-level sponsorship. Across both public and private sectors, the single most reliable predictor of a 40+ AIQ was direct sponsorship from the institution's most senior officer.

METHODOLOGY NOTES & SOURCES

References and how to participate in v1.0.

Sources cited in this report:

- Statista, *Pakistan AI Market Outlook 2025–2030*, accessed via Pakistani tech press syndication, March 2026.
- Stanford AI Index 2024, with University of Toronto cross-country adoption survey data.
- US Census Bureau Business Trends and Outlook Survey (BTOS), August 2025 release.
- Public Sector Development Programme (PSDP) AI line items, FY24–FY26, cross-referenced against PPRA award notices.
- Tabadlab Working Paper Series, multiple references.
- NAI AI programme literature, MoITT publications, 2024–2026.

The AIQ scoring instrument (the 38-question diagnostic) will be published in full alongside v1.0 of this report.

Conflicts of interest. The AIQ provides commercial consulting services in the sectors covered by this report. The benchmarks above were calibrated against engagements where The AIQ is not the incumbent vendor wherever possible.

Participate in v1.0. Institutions that wish to be included in the v1.0 dataset (anonymised, sector-benchmarked, with a complimentary individual AIQ report returned) may write to research@theaiq.co before 30 September 2026.

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This is v0.1. Do not cite outside academic context without acknowledging the small-sample qualifier.

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