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रक्षा मंत्रालय
MINISTRY OF
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भारत सरकार

रक्षा उत्पादन विभाग
DEPARTMENT OF
DEFENCE PRODUCTION
GOVERNMENT OF INDIA

AI MATURITY ASSESSMENT MODEL

A toolkit for
AI maturity assessment
of organisations or projects

MARCH 2026

Version 1.0

Executive ***Summary***

The AI Maturity Assessment Model offers organizations a comprehensive framework to evaluate their readiness and capability in adopting, integrating, and scaling Artificial Intelligence across business operations. It enables leadership teams to identify their current position, uncover capability gaps, and define strategic actions that maximize returns on AI investments.

The model evaluates maturity across six critical dimensions that shape successful AI transformation: Vision & Strategy, Use Cases, Data, IT Infrastructure, People, and Governance. Each dimension is assessed on a progressive scale-from Explorer to Transformer-providing organizations with clear benchmarks and targeted pathways for advancement.

At the early stages of maturity, organizations typically lack a cohesive AI vision, operate with fragmented data, and pursue experimental initiatives without measurable outcomes. As maturity advances, organizations demonstrate stronger alignment between AI initiatives and business objectives, invest in robust data and infrastructure, establish governance frameworks, and build AI-ready talent pools. At the highest maturity levels, AI evolves into a core strategic capability-embedded across enterprise processes, driving continuous innovation, automation, and measurable business value.

The assessment empowers organizations to :

- Diagnose AI strengths and weaknesses across people, processes, and technology.
- Prioritize strategic investments based on readiness and impact.
- Develop a structured roadmap for responsible and scalable AI adoption.
- Enhance operational performance through data-driven insights and automation
- Strengthen risk management and compliance for safe and ethical AI deployment.

Ultimately, the AI Maturity Assessment Model provides leaders with clarity and direction, enabling a shift from isolated AI experiments to enterprise-wide transformation that is scalable, sustainable, and strategically aligned.

While originally developed and deployed within defence public sector organizations, the model's evaluation dimensions, perspectives, and structured questionnaire are equally applicable across industries and sectors pursuing AI-enabled applications and solutions.

Content

1.0 AI Maturity Assessment ***Introduction***

The launch of the India AI Mission marks a transformative milestone in India's technological evolution, positioning the nation as a global leader in artificial intelligence innovation and adoption. This mission aims to democratise AI access, foster indigenous AI development, and catalyze AI-driven transformation across critical sectors of the Indian economy.

In alignment with this national imperative, Defence Public Sector Undertakings (DPSUs) have initiated and deployed numerous AI-centric projects spanning diverse domains including predictive maintenance, autonomous systems, intelligent surveillance, cyber defense, and decision support systems. These initiatives represent strategic investments in leveraging AI to enhance operational efficiency, strengthen national security capabilities, and modernize defence infrastructure.

However, the proliferation of AI projects across DPSUs presents a critical challenge i.e. the absence of a standardized framework to assess, benchmark, and ensure the maturity of these AI implementations. Unlike traditional IT systems, AI projects exhibit unique characteristics including data dependency, model performance variability, ethical considerations, explainability requirements, and continuous learning paradigms that demand specialized evaluation criteria.

Hence, BEL was entrusted to develop an AI Maturity Assessment model / framework (both at Organization level & Project level as two separate tools), through which leaders can accelerate their overall organizational maturity and ensure the success of their AI projects by improving capabilities in less mature dimensions.

AI Maturity Assessment Model

2.0 How was the Model Developed

Background

A handful of maturity models already exist in AI ethics, most of which were created by private sector companies, especially big tech and consulting firms. Such as IBM, Sales force and Microsoft which are well known. Other maturity models dedicated to AI ethics include ODI, Ethical Intelligence, and Krijger etal.

AI Maturity Assessment Model

3.0 Objective

AI is a powerful driver of productivity and innovation for organizations that own data and invest in leveraging it. However, integrating AI into an organization's operations, products and services is no simple task. Successful AI deployment depends as much on organizational factors as technical ones, and there are still relatively few resources available today to help leaders plan and build their organizational capabilities for integrating AI.

The AI Maturity Assessment tools are highly effective in understanding the current state of AI adoption. The primary objective of developing the AI maturity model is to help DPSUs/organizations.

1 Enabling Strategy

The assessment is the critical first step toward adopting an overall AI strategy that aligns with the organization's needs and business context.

2 Gap Identification

It helps identify gaps and areas for improvement.

3 Roadmap Development

It enables organization leaders to develop a solid action plan and a roadmap to build a more effective AI program and reach the required level of maturity.

4 Guidance

It provides customized advice on how to advance Organization level AI maturity.

5 Enlightenment

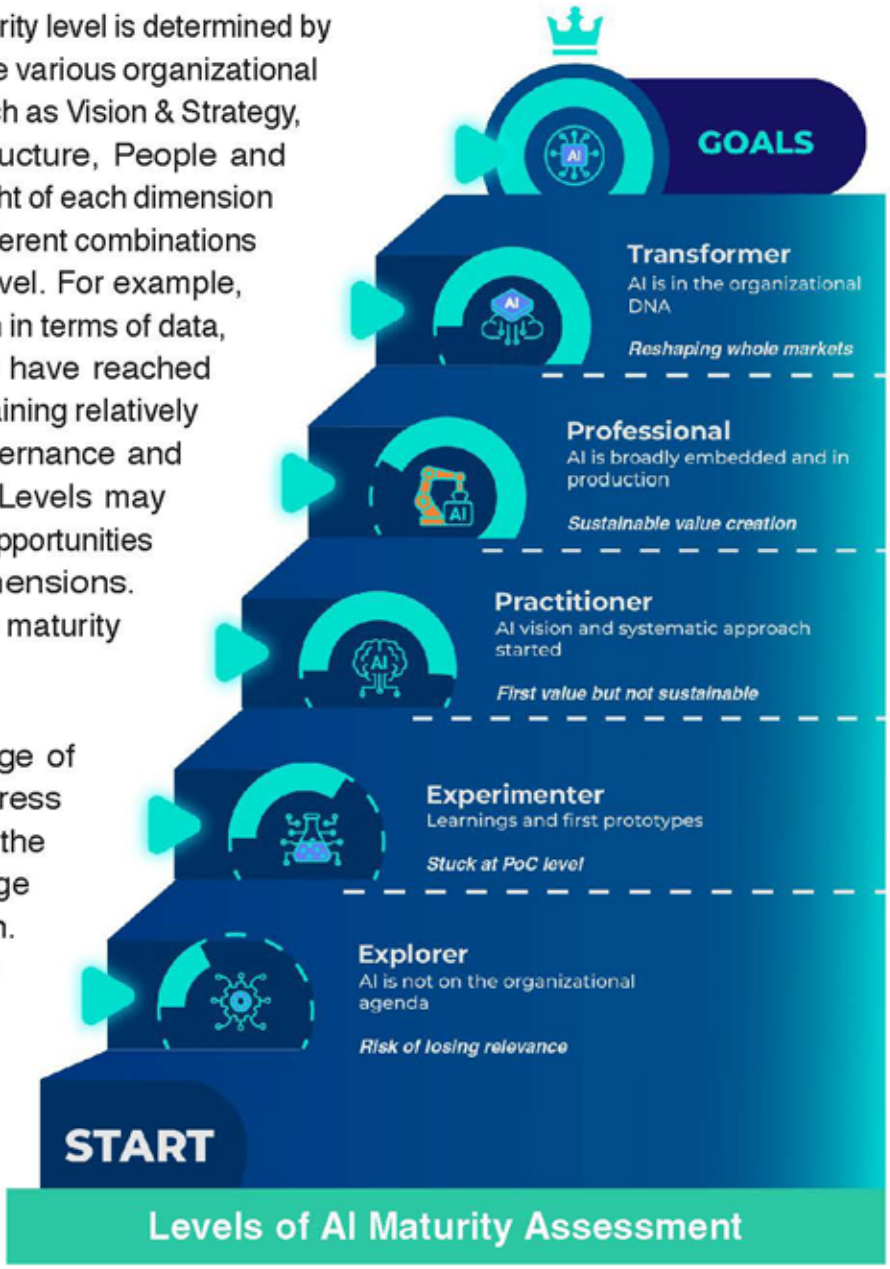
The tools enlighten project teams and leadership groups, helping them understand current capabilities and prepare an effective roadmap for the future.

4.0 Methodology/ Process for ***Assessment***

The maturity model provides a flexible questionnaire and scoring guidelines to evaluate the progress. The self-assessment questionnaire is easy to use and understand within small time frames. The questionnaire consists of a list of statements, and evaluators are asked to rank them using the scoring guidelines discussed below. The statements in the questionnaire centre on concrete and verifiable actions, such as conducting certain processes and documenting the outcomes.

An organization's overall AI maturity level is determined by its combined progress within the various organizational dimensions. To mention few, such as Vision & Strategy, Use Cases, Data, IT Infrastructure, People and Governance. However, the weight of each dimension varies from level to level and different combinations can lead to a unique overall level. For example, an organization that scores high in terms of data, technology and strategy may have reached Level 3-Formalizing, while remaining relatively immature with respect to governance and lacking in human resources. Levels may include similar challenges and opportunities that cut across several dimensions. Nevertheless, each journey to maturity is unique.

In order to take full advantage of AI and to make steady progress from one AI maturity level to the next, Organizations must change how they think, act and learn. The five dimensions presented here represent the critical organizational areas where management practices, operations and infrastructure need to evolve to get the most out of AI.



Levels of AI Maturity Assessment

5.0 Assessment *Levels*

This framework is a first step towards adopting an overall AI strategy that aligns with organization needs and business context; so that organizations can develop a solid action plan to reach the level of maturity required.

The AI Maturity Assessment framework comprises two separate tools for use in all organizations: Organization level and Project level.

5.1 Organization level AI Maturity Assessment tool

AI maturity measures the degree to which organizations have mastered AI-related capabilities in the right combination to deliver on their mandate and serve their constituents effectively. Following dimensions were defined to measure the AI maturity.

Vision & Strategy

Develop the AI vision and strategy aligned with the overarching strategy as well as a plan of action for achieving the target value and level of AI maturity.

Use Cases

Define the portfolio of value-driven AI use cases to deliver on the AI strategy, then pilot to prove the value and scale and govern accordingly.

Data

Enable access to high quality data from different sources and large volumes required for training the AI use cases.

IT Infrastructure

Provide the computing infrastructure and tools required to ingest and process data and deliver and manage AI models.

People

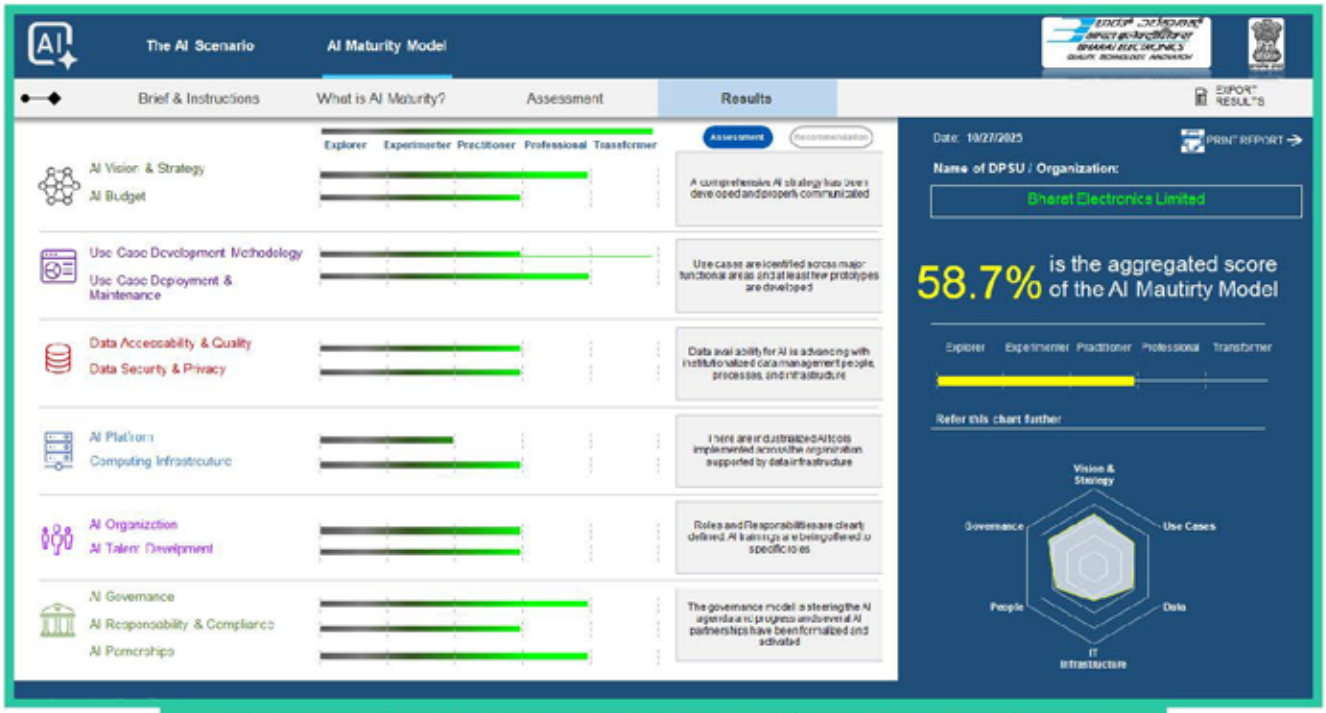
Establish the AI organization to drive the AI strategy under top leadership sponsorship and develop the needed skills at different levels of proficiency.

Assessment tool features

- To help organizations evaluate their current AI capabilities and Know organization's overall artificial intelligence maturity level.
- Get organization level personalized profile along five key organizational dimensions.
- Identify gaps and areas for improvement.
- View customized advice on how to advance Organization level AI maturity.
- Enable organization leaders to develop a roadmap to build a more effective AI program.

Note : *Some of the key questionnaire corresponding to all these dimensions are mentioned at Annexure-I.*

Users can select the most appropriate answer applicable for their organization for each question, and the tool automatically analyses the Results along with Recommendations and detailed Assessment. Sample Screenshot of the Results page is mentioned below.



Sample Assessment results – Organization level

5.2 Project / Product level AI Maturity Assessment tool

- Simple yet effective to use. Has facility to input the justifications for each response given by users.

- Validates the AI projects to ensure that AI developers and implementers have taken all necessary measures, at all different stages, to make sure that the impacts of their systems are in-line with existing laws, trust and safety best practices and societal expectations. However, the verification of the individual use cases / AI products is subjected to adherence of requirements given by customers / end users, case to case.

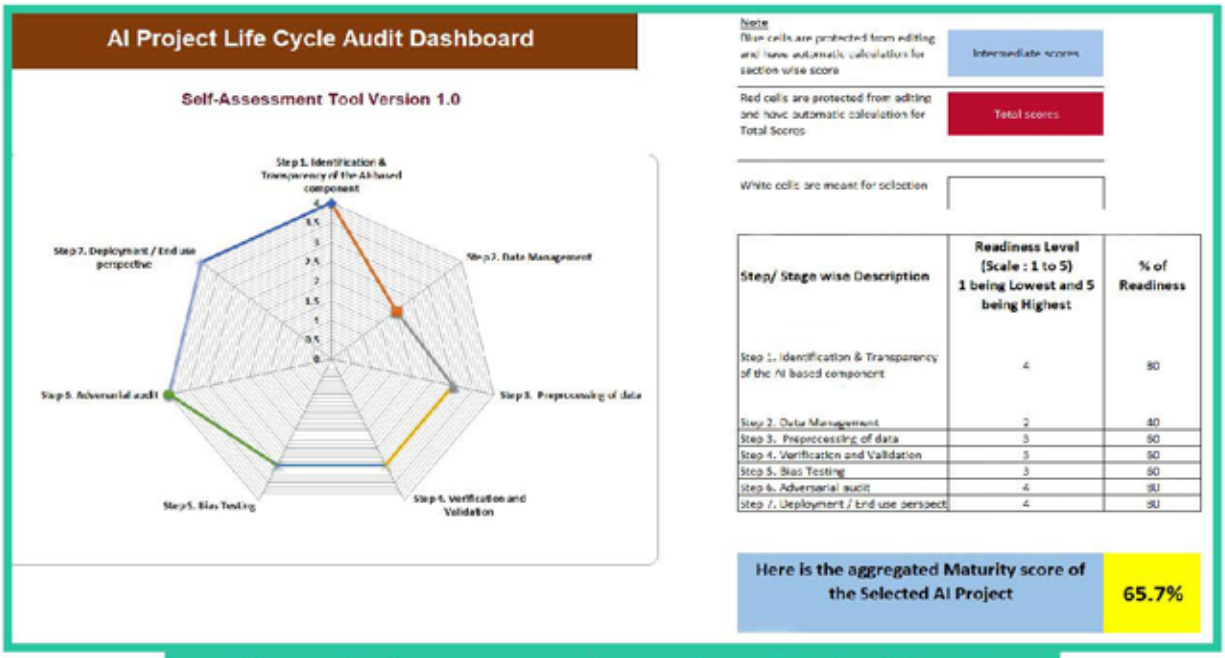
- Provides clear understanding of current maturity of selected project. The outcome of the Audit is depicted in "DASHBOARD" sheet, which indicates the readiness level of the AI project with respect to each step / stage (Subjected under Audit) in terms of 1 to 5, 1 being lowest and 5 being maximum.

- Provides Cumulative Aggregated Score at OVERALL PROJECT LEVEL.

- Enables Project teams to analyse the results, focus on weak areas and take necessary actions to improve the AI maturity levels.

Note : *Few sample questionnaire mentioned in the Project level AI Maturity Assessment tool are given in Annexure-II. However detailed set of Assessment checklist can be viewed as part of the tool.*

Users can select the most appropriate answer applicable for their projects for each question, and the tool automatically analyses the Results along with total score qualifying the project at analysed Technology Readiness level along with Radar plot. Sample screenshot of the results page is mentioned below.



Sample Assessment results - Project level

6.0 Evaluation *Stages*

The evaluation of AI projects can be performed in two stages.

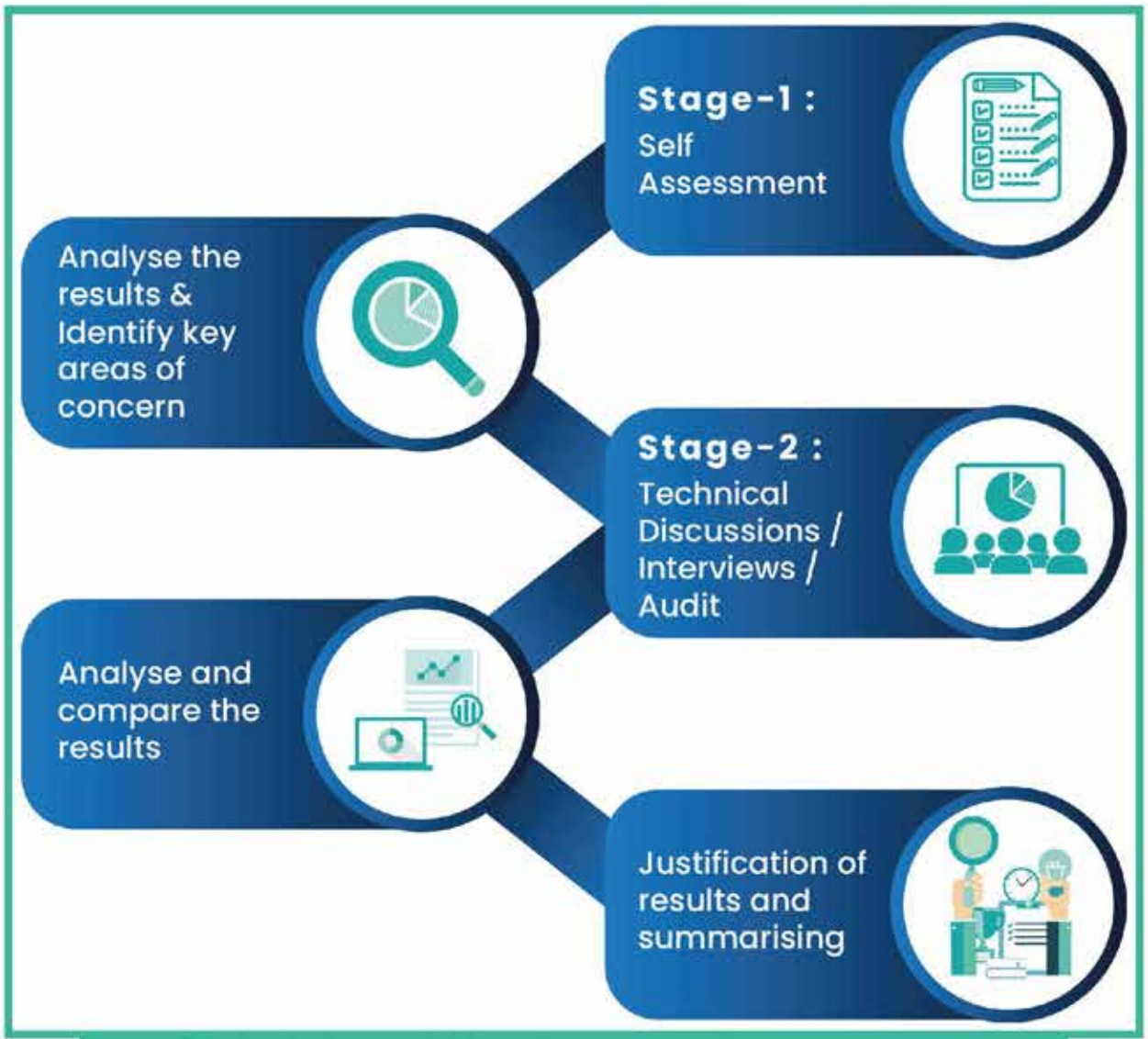
1 Stage 1

Self-assessment by individual Organization using checklist.

2 Stage 2

Technical Discussions / Interviews / Audit done by BEL, on sample project basis

Methodology of AI projects maturity assessment is mentioned below :



Methodology of AI projects maturity assessment

7.0 *Conclusion*

The organization level and Project level AI Maturity assessment tools are very effective in understanding the current state of AI adoption. Also the self-assessment questionnaire is easy to understand and use it within small time frames. These tools are also meant to enlighten the project teams as well as leadership groups of an organization to understand the gaps and prepare an effective AI roadmap for future.

8.0 Acknowledgements

AI Assessment model / framework has been developed by BEL for the benefit of organizations especially DPSUs. We sincerely thank AI Cell DDP, MoD for the continuous thrive and support provided in materialising this AI maturity assessment model framework.

We are pleased to acknowledge the wonderful support extended by all DPSUs in usage of the tool and providing the usage level feedback and project reports.

We sincerely express our gratitude to IISc, IITs and SAG DRDO for reviewing the developed toolkit and providing valuable feedback / suggestions.

Any feedback on the framework can be communicated to **belainodal@bel.co.in**

9.0 Abbreviations

Sl No.	Abbreviation	Definition
1.	AI	Artificial Intelligence
2.	BEL	Bharat Electronics Limited
3.	DDP	Department of Defence Production
4.	DPSU	Defence Public Sector Unit
5.	DRDO	Defence Research and Development Organization
6.	IIT	Indian Institute of Technology
7.	IISc	Indian Institute of Science
8.	MoD	Ministry of Defence
9.	NIST	National Institute of Standards & Technology
10.	ODI	Open Data Institute
11.	PoC	Proof of Concept
12.	RMF	Risk Management Framework
13.	SAG	Scientific Analysis Group

10.0 *References*

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Annexure-I

Questionnaire for Organization Level Assessment : Sample

Capability 1 - Strategy & Vision

Q1. How important is artificial intelligence (AI) to your organization entity currently?

a) As a cutting-edge topic, we have not started our journey into AI yet.

b) We are early adopters of AI, but cannot judge on the need for an AI strategy.

c) We have defined an Organizational Level AI strategy, and some departments have begun aligning their goals with it.

d) We have begun the implementation of our AI strategy, which has been widely integrated across most departments and has the support of the top leadership.

e) AI is seamlessly integrated into the overall strategy of the Organization.

Q2. How is AI budgeted in your Organization?

a) AI budget is negligible. Funds are available for ad-hoc training and small-scope Proof of Concept (PoC).

b) We have multiple PoCs that are funded, additional funds are granted exceptionally to the AI teams for research and experimentation.

c) AI projects are funded across a variety of topics and on-going investments are made in experimentation and PoCs, including the development of software, platforms, infrastructure, and AI skills.

d) We have a dedicated budget structure for AI, along with a detailed plan for the short and long term.

e) We no longer have separate AI initiatives or budgets: the integration of functional areas and AI, along with their corresponding budgets and indicators is seamless.

Capability 2 - Use Cases

Q3. What is the current level of AI adoption in your organization?

a) We are just learning about AI and are not sure how it would work in our organization entity.

b) We have just begun training and developing AI models through PoCs.

c) We are moving from AI PoCs to Minimal Viable Products (MVPs).

d) We have deployed multiple MVPs in production and working on scaling and maintaining them.

e) We have successfully integrated AI-based products into customer operations or services.

Q4. Are you using any industrialized methodoly for AI use case development?

a) We have not identified any AI use cases yet.

b) The few Proof of Concepts (POCs) are profiled and described ad-hoc, without any standardization.

c) While not yet implemented, we have defined a systematic way of defining minimal attributes of an AI use case such as the problem statement, stakeholders involved and beneficiaries.

d) Our use case definition approach is being expanded to include details such as the data sourcing plan, the target solution architecture, and the operation plan.

e) We have developed a unique standard procedure to profile and detail all AI use cases consistently across the organization.

Capability 3 - Data

Q5. Do you have access to all the data you need to experiment with AI?

a) We have challenges in accessing the data needed for our AI initiatives.

b) We have limited access to data to begin building our PoCs and it takes us time to collect it.

c) Essential data is available and accessible to build AI models.

d) Our data is documented in a data catalogue, making it easy to identify and access to build our AI algorithms.

e) We make our data accessible across the entire entity in a proactive and efficient manner.

Q6. Is the data you intend to use in your AI models of good quality?

a) We do not know how good the quality of our data is since no data quality measures or processes are defined.

b) We perform ad-hoc data quality activities in our data.

c) We have begun to standardize data quality across the entity and work on improving it.

d) We have standard data quality practices guided by a data quality program, including frameworks, processes and guidelines, with regular monitoring and improvement.

e) We are actively evolving our data quality efforts, supported by automated infrastructure and tools.

Capability 4 - IT Infrastructure

Q7. What platforms and tools are available to you for designing and deploying your AI algorithms?

a) We do not have the tools to develop AI.

b) We have limited access to artificial intelligence technologies, but plan to invest in this area in the future.

c) We have a set of industrialized AI tools to implement AI models.

d) We are deploying an AI platform to deploy the AI models and provide easy access to AI.

e) We have a scalable and centralized AI platform integrated across the entire entity to deploy AI models and streamline data access from ingestion to consumption.

Q8. What type of computing infrastructure do you have available for AI development and operations?

a) We do not know what computing infrastructure is available for AI.

b) We relay on our desktops to explore with AI locally.

c) We relay on a sandbox environment to test out some AI applications.

d) We have dedicated servers for AI that optimize performance and resource allocation.

e) Our infrastructure is optimized by AI to predict fluctuations in workload and scale resources automatically.

Capability 5 - People

Q9. Has your entity established AI roles and responsibilities?

a) We have not dedicated AI roles and responsibilities.

b) We are starting to recruit AI specialists and defining the different roles and responsibilities.

c) We have established an AI organization with defined roles and responsibilities, but it is currently understaffed.

d) Our AI organization structure has been properly sized and formalized, and its responsibilities have been clearly defined.

e) AI is an integral part of our organization, sponsored by top leadership and driven by AI champions.

Q10. How is your entity developing AI knowledge and up skilling AI capabilities?

a) We have not included AI in our learning program.

b) We provide ad-hoc training to some of our employees who have demonstrated an interest in AI.

c) Some roles are required to complete specific training courses in order to improve their AI capabilities.

d) Our AI organization has outlined a comprehensive learning path for all its roles.

e) The development of AI literacy is an key component of our capacity building program, and all employees of the company have access to AI training courses.

Capability 6 - Governance

Q11. What degree of governance has been established to enable AI?

a) We have no structure yet to govern AI.

b) We are discussing the concepts associated with establishing a governance structure.

c) We are developing an AI Governance model across the entity in line with the different departments and control functions.

d) We have defined the roles and responsibilities for every board and committee, and we are planning to conduct an extensive monitoring of the various AI initiatives.

e) The AI governance structure has been successfully implemented across the organization, with working committees established and clear accountabilities across different stakeholders.

Q12. Is your organization taking any activities to ensure that AI is ethical and responsible? (no bias, no violation of privacy, etc.)

a) We are beginning to educate ourselves about responsible AI and AI ethics.

b) We are providing high-level guidance on ethical and AI usage.

c) We have developed AI ethical principles and policies.

d) We are committed to enabling and executing ethical AI practices through the use of dedicated tools and operational metrics.

e) Our AI ethics practices are an integral part of our entity.

Q13. Have you established dedicated AI partnerships to advance your AI agenda?

a) We have not identified any AI partnerships.

b) We have initiated the process to identify AI partnerships, but we have not formalized any.

c) We have formalized at least one AI partnership.

d) We have a solid partnership network and we are expanding it across the government and industries.

e) We have expanded our AI partnership network to the academia to become a leader in AI and advance related R&D.

Note : *The Questionnaire given here are on sample basis. For more details, "Organization level AI Maturity Assessment tool" can be referred.*

Annexure-II

Questionnaire for Project level assessment : Sample

Please enter DPSU Name and Project names in Blue cells Below	
DPSU Name	xxxxx xxxxx
Project Name	xxxxx xxxxx

Step 1. Identification & Transparency of the AI-based component / Module

		Choose 1 if YES or 0 if NO	Justification/ Supporting Documents Reference
1.1	**Inventory of the audited AI-based component**		
1.1.1	Is the AI-based component / Module identified in the documentation by means of a name or code, identification of version and date of creation?		
1.1.2	Is a version history of the evolution of the AI component / Module available?		
1.1.3	Does every version recorded include the parameters used in the training of the component / Module?		
1.2	**Identification of responsibilities**		
1.2.1	Is there identification about the person(s) or institution(s) who manage the life cycle stages of the AI-based component?		

1.2.2	Is a Data Protection Officer appointed?		
1.2.3	Has the Data Protection Officer been identified and communicated his/her identity to the relevant Supervisory Authority?		
1.3	**Transparency**		
1.3.1	Are data sources documented?		
1.3.2	Has an information mechanism been implemented?		
1.3.3	Are the characteristics of data used to train the AI component identified, documented and duly justified?		
1.3.4	Is the model chosen for the AI-based component appropriate in terms of completeness and intelligibility, considering efficiency, quality and accuracy?		
1.3.5	Is the algorithm / code explainability documented in order to facilitate its readability, logic comprehension and internal consistency?		
1.3.6	Does the algorithm / code documentation include information regarding metadata of the AI-based component, its logic and the consequences that may arise from its use?		
1.3.7	Does the algorithm / code documentation include information about its behaviour regarding input data sets, data use, intermediate data and output data?		
1.3.8	Can input data sets, data use, intermediate data and output data be traced?		
1.3.9	In case of an erroneous behaviour of the AI-based component (that could cause harm to data subjects), any mechanism(s) been established to minimise such damage? Are communication channels provided to facilitate communication among all stakeholders involved in the process?		

Step 2. Data Management

		Choose 1 if YES or 0 if NO	Justification/ Supporting Documents Reference
2.1	**Data collection**		
2.1.1	Is there a documented procedure to manage and ensure proper data governance, which allows to verify and provide guarantees of the accuracy, integrity, accuracy, veracity, update and adequacy of the datasets used for training, testing and operation?		
2.1.2	Are there supervisory mechanisms for data collection, security, processing, storage and usage processes in place?		
2.2	**Data Analysis**		
2.2.1	Has proper analysis been carried out together with a measurement of the sample used for training the relevant model? Has the sample size been verified as adequate?		
2.2.2	Has the frequency and distribution of each feature been verified, their intersection or the relevant groups for the study are appropriate regarding defined parameters or to reality?		
2.2.3	Has the learning process been analysed, both at the beginning and in each iteration of the global learning process, and on the sample used to train the model?		

Step 3. Pre-processing of data

		Choose 1 if YES or 0 if NO	Justification/ Supporting Documents Reference
3.1	Have there been established or followed guidelines, standards or regulations in order to carry out a systematic procedure to verify and validate the AI-based component and its behaviour once integrated in the processing activities it supports?		
3.2	Are data cleaning techniques and best practices used in the data cleansing process properly selected and documented?		
3.3	Do classifying features define clearly distinguishable and identifiable types?		
3.4	Is the structure and properties of the processed data set documented, including the number of data subjects and the extension of used data?		
3.5	**Data Analysis**		
3.5.1	Has data been previously classified into categories, organizing them in native and non-native data?		
3.5.2	Does the relevant model features for the model been determined (identifying those associated with special data categories and proxy variables, including the necessary information for their interpretation)?		
3.5.3	Has data minimisation criteria been determined and applied to the different stages of the AI component, using strategies such as data hiding, separation, abstraction, anonymisation and pseudo anonymisation that might apply for the purposes of maximising privacy in the operation of the relevant AI-based component?		

Step 4. Verification and Validation

		Choose 1 if YES or 0 if NO	Justification/ Supporting Documents Reference
4.1	**Verification and validation of the AI-based component**		
4.1.1	Does the test plan include reviews and, when appropriate, inspections for the purposes of early identification and remedy of defects in requirements or design, incorrect specifications or deviations from applicable criteria during development?		
4.1.2	Is black-box testing considered as part of the test plan in order to ensure that functionality of AI-based component is guaranteed, it behaves as expected and the information integrity is preserved?		
4.1.3	Does the validation test plan include verification of boundary values and extreme test cases which might make the component functioning in an unexpected manner?		

4.1.4	Is there a cleaning procedure to correct any errors, shortcomings or inconsistencies detected during the verification and validation process?		
4.2	**Performance**		
4.2.1	Are the values of false positives and false negatives yielded by the AI component known and analysed and interpreted in order to establish their accuracy, specificity and sensitivity of the component behaviour?		
4.2.2	Has relevant parameters and their cut-off values been determined (so the model considers certain variables in order to obtain significant results)?		
4.2.3	Are there procedures to detect whether the response of the AI-based component to input data is erroneous or exceeds a predetermined error threshold, or whether there are different error thresholds associated with different categories of data subjects in the data set?		
4.2.4	Has a dimension reduction been carried out in order to achieve a balance between complexity and generalization?		

Step 5. Bias Testing

	Choose 1 if YES or 0 if NO		Justification/ Supporting Documents Reference
5.1	Have appropriate procedures been defined in order to identify and remove, or at least limit, any bias in the data used to train the relevant model?		
5.2	Has it been verified that in training data did not have previous biases?		
5.3	Is there a procedure to assess the need to have additional data for improving precision or removing any possible bias?		
5.4	Are there human supervision mechanisms implemented in order to control and ensure that results are bias-free?		
5.5	Are mechanisms implemented to enable data subjects to request human intervention, provide feedback or refute the results obtained by means of automated decision-making algorithms?		

Step 6. Adversarial audit

	Choose 1 if YES or 0 if NO		Justification/ Supporting Documents Reference
6.1	Any learning bias encountered, which occurs when an unsupervised ML system incorporates new variables and labels that emerge from the training data without human intervention or control?		
6.2	Is there any data used for training collected from scrapping any web sources (in the case of web-based systems)?		
6.3	Did enough checks carried out to ensure that No high-risk and unsupervised ML algorithms are used as part of development?		

Step 7. Deployment / End use perspective

		Choose 1 if YES or 0 if NO	Justification/ Supporting Documents Reference
7.1	Is the AI component(s) identified are covering the intended automation needs / objective of the project (Narrow AI aspects).		
7.2	Are standard operating procedures / Checklists followed if the AI Component / Models identified and implemented are iterative in nature i.e. needs periodic updation.		
7.3	Are your narrow AI use cases, ensured that Human-in-the loop is taken care and all the roles / responsibilities of the human intervention is defined?		
7.4	If the AI model(s) need training at target deployment (User-site), Is there a provision to handle such scenario and are the relevant procedures defined?		
7.5	a) Is your AI enabled application taking care of exception handling at Data input level (may it be UI, API, any other interface) to avoid erroneous behaviour. b) Is the AI product / end solution taking care of the pre-conditions required for satisfactory operation of the underlying AI models.		

Note : *The Questionnaire given here are on sample basis. For more details, "Project level AI Maturity Assessment tool" can be referred.*

The toolkit can be downloaded from Publications section of ddpmod.gov.in

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