

F I P S O U T L O O K

Preparing Professionals for What's Next

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Trusted by 1,200+ mining and industry professionals from leading companies across West Africa and beyond

THIS EDITION: Beyond the Shock - Building Career Resilience in a Volatile World

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EDITOR'S BRIEF

March 2026 was a month that asked professionals one question: how do you build a career that bends but does not break? Gold pulled back from February's \$5,064 record to a \$4,567 close on March 30 as the Iran war pushed Brent crude past \$120 a barrel. This was the largest oil supply shock in the history of the global oil market, according to the International Energy Agency. Ghana's mining royalty reset took legal effect on March 9, locking in a 5–12% sliding scale tied to international gold prices; Parliament softened the blow with a Growth and Sustainability Levy cut from 3% to 1% on March 14. On March 19, the Barari DV lithium agreement at Mankessim was ratified at a 12% royalty, putting the new fiscal regime into action. Inflation fell for the fifteenth consecutive month to 3.2%, the lowest reading since the 2021 rebasing, even as petrol prices climbed 3.1% month-on-month and services inflation jumped to 7.2%. And on March 31, Cabinet approved a \$250 million AI Computing Centre alongside Ghana's National AI Strategy. Read those signals together and a single career thesis emerges: the professionals who thrive in 2026 are not those who predict the next shock, but those who have built the skills, certifications, and networks that allow them to keep delivering through it. This edition maps the month against that thesis, sector by sector, signal by signal, with the actionable guidance you need for April. Read with intent, share with colleagues, and apply what is useful.

– Dr. Festus Kunkyin-Saadaari, PhD, CLSSGB
Executive Director, FIPS

INDUSTRY SIGNALS

What's moving across industries this month – and what it means for your career.

MINING & MINERALS

Ghana's New Royalty Regime Goes Live: 5–12% Sliding Scale Tied to Gold Prices

The Minerals and Mining Royalty Regulations, 2025 took legal effect on March 9, 2026 after completing the constitutionally required 21 sitting days in Parliament without amendment. The framework replaces the previous flat 3–5% rate with a sliding scale starting at 5% when gold trades around \$1,900 per ounce and rising to the 12% ceiling when prices reach \$4,500 per ounce, a threshold the market sat above for most of March. Parliament followed on March 14 by passing the Growth and Sustainability Levy (Amendment) Bill, 2026, reducing the levy on gold mining companies from 3% to 1% of gross production. Deputy Finance Minister Thomas Nyarko Ampem explained that the reduction reflected the introduction of the sliding-scale royalty, not a concession to industry. The Ghana Extractive Industries Transparency Initiative welcomed the levy cut but called for it to be scrapped entirely.

Career Signal: *Mining finance, royalty modelling, and fiscal contract negotiation are now the most valuable analytical skills in Ghana's largest export sector. Mid-career professionals who can rebuild project economics under the new regime will be in demand at every operator and consultancy in the country*

ENERGY & POWER

Energy Sector Reset: \$1.47 Billion in Arrears Cleared as ECG Reliability Push Intensifies

The government cleared approximately \$1.47 billion in legacy arrears under its Energy Sector Reset programme during the first quarter of 2026, restoring international credibility and replenishing the World Bank's Partial Risk Guarantee facility. ECG and VRA remain at the centre of a fiscal architecture where the distributor's collection performance ultimately determines whether generators can pay GNPC and Ghana Gas for fuel. Energy Minister Dr. John Jinapor announced a full Command and Control Centre under the Ministry of Energy, the Energy Commission and PURC to enable real-time response to electricity supply challenges. The Public Utilities Regulatory Commission summoned ECG for an emergency meeting on February 26, 2026 after consumer complaints about rapid prepaid credit depletion; the investigation continues. Under the 2026–2030 Multi-Year Tariff framework, thermal generation's share rose from 70.75% to 78.79% while hydro fell from 28.80% to 20.90%.

Career Signal: *Energy economics, grid loss reduction, and revenue assurance are the technical skills that will define the next five years of Ghana's power sector. Engineers who can move between operations and commercial functions (billing accuracy, ATC&C loss management, IPP contract analysis) will outpace pure technical specialists.*

PETROLEUM & GAS

Brent Hits \$120 on Iran War; Ghana Petrol Prices Climb 3.1% Month-on-Month

Brent crude gained 51% in March, one of the largest monthly moves on record according to the IEA, as Gulf output fell and exports stalled through a partially closed Strait of Hormuz. Brent traded as low as \$72 a barrel on February 27 before peaking near \$120 in mid-March; Iran struck Qatar's Ras Laffan LNG complex on March 18, cutting Qatar's LNG production capacity by 17% and sending Asian LNG spot prices up over 140%. Ghana felt the shock through pump prices. The Government Statistician confirmed that petrol prices rose 3.1% month-on-month by early March 2026, linked to the Middle East conflict, and warned that the full inflationary impact had not yet been captured in the March CPI. Tullow Oil's Ghana operations remained on track: Parliament had ratified the Jubilee and TEN licence extensions to 2040 on February 20, and Q1 2026 production averaged 43,400 barrels of oil equivalent per day.

Career Signal: *Downstream pricing analysis, fuel hedging, and supply-chain risk modelling are the petroleum skills of the moment. Anyone managing fuel costs in mining, logistics, or manufacturing should be reviewing hedge ratios and contract clauses this quarter.*

TECHNOLOGY & ICT

Cabinet Approves \$250 Million AI Centre as Ghana Positions for Continental Tech Leadership

On March 31, 2026 the Ministry of Communication, Digital Technology and Innovations confirmed Cabinet approval of a \$250 million AI Computing Centre, with the National Artificial Intelligence Strategy scheduled for official launch on April 24, 2026. Communications Minister Samuel Nartey George cited Ghana's mobile penetration above 110% (roughly 38 million subscriptions) as the foundation for AI-driven service expansion. The Ministry also launched a national AI literacy programme for civil servants in partnership with UNESCO, with the first cohort running March 24–26 at the Best Western Premier Hotel in Accra. Four cohorts are scheduled between March and May 2026, covering algorithmic bias, misinformation, data privacy and

cybersecurity. AITLAP Africa, focused on tech-law reforms across fintech, e-commerce, data protection, cybersecurity and AI, sits alongside the strategy as the regulatory infrastructure.

Career Signal: *AI literacy is no longer a specialist credential. It is becoming a baseline expectation for any knowledge worker engaging with government systems, financial services, or large employers. Professionals should target one structured AI course this quarter, even outside technology roles.*

B U S I N E S S & M A N A G E M E N T

Inflation Falls to 3.2% — 15th Consecutive Month of Disinflation Even Through the Oil Shock

Ghana's consumer price inflation eased to 3.2% year-on-year in March 2026, the lowest reading since the 2021 rebasing and the fifteenth consecutive month of disinflation, according to the Ghana Statistical Service. Government Statistician Dr. Alhassan Iddrisu attributed the trend to exchange rate stabilisation following debt restructuring, tighter fiscal and monetary policy, and the normalisation of global commodity prices. Below the headline, the picture is uneven. Goods inflation slowed to 1.7% year-on-year while services inflation surged from 3.7% to 7.2%. Housing, water, electricity and gas inflation hit 12.4%; education services rose to 8.1%; insurance and financial services reached 8.4%. The cedi appreciated by approximately 40.7% against the US dollar over 2025, and Ghana's gross international reserves now stand at \$13.8 billion, representing 5.7 months of import cover

Career Signal: *Financial discipline, scenario planning, and managerial economics matter more in a stabilising environment than in a crisis. Managers should refresh budgeting practices to lock in the cedi gains while building hedges against services-sector cost creep*

R E N E W A B L E E N E R G Y & S U S T A I N A B I L I T Y

Mission 300 Energy Compact Targets Universal Access by 2030 as Thermal Share Rises

Ghana's National Energy Compact under the World Bank–African Development Bank Mission 300 initiative commits the country to closing remaining electricity access gaps by 2030. About 60% of Northern Ghana currently has access, against near-universal coverage in the south. The Compact sets out renewable energy deployment, distributed renewable financing facilities, and a \$40 million mobilisation target. Yet the short-term picture moves the other way. Under the 2026–2030 Multi-Year Tariff framework, the share of thermal generation in the mix rose from 70.75% to 78.79% while hydro declined from 28.80% to 20.90%, reflecting reduced reservoir performance and growing demand. The weighted average cost of gas rose from \$7.7134 to \$7.8749 per MMBtu. ESG audits remain a board-level priority as international lenders tie financing to disclosed Scope 1 and 2 emissions.

Career Signal: *ESG reporting, GHG accounting, and environmental impact assessment are no longer back-office functions. They sit at the centre of capital allocation decisions. Practitioners should aim for a recognised certification in ISO 14064 or GRI Standards this year.*

F I N A N C I A L S E R V I C E S & F I N T E C H

Fifth Ghana FinTech Awards Crown 23 Winners; Cybersecurity Earns Standalone Category

On March 28, 2026, the fifth edition of the Ghana FinTech Awards in Accra recognised 23 winners across categories from cybersecurity to edutech to remittances, with Innovare Limited securing its third consecutive Cybersecurity Company of the Year title. The event was organised by Arkel Limited in partnership with the Ghana Fintech & Payments Association and KPMG Ghana as knowledge partner. Two of the 23 categories were dedicated to fintech-bank and fintech-non-bank collaborations, signalling that partnerships have become the product. Mobile money penetration above 80% among Ghanaian adults and total mobile money transaction value of approximately \$300 billion in 2025 underpin a sector now estimated to host 200 fintech firms. The Bank of Ghana's National Payment Systems Strategy 2025–2029 sets the framework for interoperability, open banking and digital payments innovation.

Career Signal: *Cybersecurity, regulatory technology, and data protection are the highest-growth skill clusters in financial services. Banking and fintech professionals should treat cybersecurity fundamentals and ISO 27001 awareness as core, not optional.*

I N F R A S T R U C T U R E & C O N S T R U C T I O N

WAMPEX Returns to Accra in June as Mining-Linked Infrastructure Investment Builds

The 19th edition of the West African Mining & Power Expo will run June 3–5, 2026 at the La Palm Royal Beach Hotel in Accra, drawing over 6,000 mining professionals and 250 exhibitors from 20 countries. The event is organised by dmg events with the Ghana Chamber of Mines and endorsed by Ghana's Ministry of Lands and Natural Resources, with AngloGold Ashanti, Gold Fields, B5Plus and Newmont as headline sponsors. Construction-sector momentum tracks alongside. The 2026 Budget committed GH¢207 million to GDP and CPI rebasing, with regional GDP estimates to be published for the first time. The Volta Economic Corridor, designed to move goods between northern and southern Ghana through inland waterways and rail, is one of the flagship infrastructure projects under the 24-Hour Economy Authority. Pharmaceutical manufacturing hubs, renewable energy parks and agro-ecological corridors round out the pipeline.

Career Signal: *FIDIC contract administration, project economics, and infrastructure asset management remain the highest-leverage skill set for engineers moving into mid-career roles. A formal certification in any of these areas materially shifts earning trajectories.*

HUMAN CAPITAL & WORKFORCE

24-Hour Economy Authority Targets 200,000 Jobs in 2026 as First Milestone Toward 1.7 Million

The 24-Hour Economy and Accelerated Export Development Secretariat set a 2026 target of 200,000 new jobs as the first measurable milestone toward its four-year goal of 1.7 million positions. President Mahama signed the 24-Hour Economy Authority Bill into law in February 2026 with GH¢110 million committed to operationalisation; over 400 enterprises have already expressed interest in aligning with the programme. Strategic partnerships with the Development Bank of Ghana and the Ghana Infrastructure Investment Fund provide the financing rail. The Ghana Statistical Service reported over one million new jobs created in the first three quarters of 2025, with approximately 950,000 Ghanaians exiting multidimensional poverty over the same period. The 2025 Future of Jobs Report from the World Economic Forum found that 22% of current jobs will be disrupted globally by 2030, with two-thirds of employers planning to hire AI-skilled talent and 40% anticipating workforce reductions where AI can automate tasks. The African context tilts more strongly toward augmentation than substitution.

Career Signal: *Versatility (the ability to operate across two adjacent functions) is the highest-paying skill premium in 2026. Engineers who can read financial statements and accountants who can interpret operational data move faster than specialists.*

CROSS-SECTOR

Five intersectional signals worth tracking this month.

SIGNAL 1 ·

Oil-Shock Inflation Risk vs Ghana's 8% Year-End Target

The World Bank's April 8 Africa Economic Update projected Ghana would end 2026 with inflation at 9%, while Finance Minister Cassiel Ato Forson held to an 8% target. The Iran war is the swing factor: petrol prices already rose 3.1% month-on-month by early March, and the Government Statistician confirmed the full inflationary impact had not yet been captured in the March CPI. With services inflation at 7.2% and housing-and-utilities inflation at 12.4%, the headline rate masks growing cost pressure beneath the surface. The credit and currency channels matter as much as the fuel channel. The cedi appreciated 40.7% against the US dollar across 2025, and Ghana's gross international reserves now stand at \$13.8 billion (5.7 months of import cover), but a sustained Brent price above \$100 will test that buffer. Treasury teams and CFOs should run two cedi-fuel-inflation scenarios (base case at 8% and stress case at 11%) through their 2026 budgets, with re-pricing windows triggered if Brent breaches \$110 for more than four consecutive weeks.

Career Signal: *Treasury analysts, FP&A leads, and procurement managers who can run cedi-fuel-inflation scenarios through pricing models are in the highest near-term demand. Add scenario planning to your toolkit this quarter.*

SIGNAL 2 ·

Barari DV Lithium Ratified at 12% Royalty: Ghana's Battery Metals Era Begins

On March 19, 2026, Parliament ratified the Barari DV Ghana Limited mining lease at Mankessim. The 15-year lithium agreement carries a 13% state free carried interest, a 1% community development contribution earmarked for a local fund, and a 12% royalty under the new sliding scale (the maximum rate at current lithium prices). Minister for Lands and Natural Resources Emmanuel Armah-Kofi Buah confirmed on the floor of Parliament that the 12% rate applies given prevailing global lithium prices, demonstrating that the sliding-scale framework now extends across critical minerals, not just gold. The macro backdrop is favourable. Battery-grade lithium carbonate (CIF China) surged from about \$13,433 per tonne in early December 2025 to a peak above \$25,000 by late January 2026, then consolidated through Q1 amid Chinese restocking and Zimbabwe's earlier-than-expected export ban. By the end of March, prices had settled near \$21,500 per tonne (CNY 165,000), still up about 40% year-to-date, reflecting structural tightness even as the speculative rally cooled. Delays at CATL's Jianxiawo lepidolite mine and Atlantic Lithium's earlier Ghana negotiations, where royalties were lowered to approximately 5%, make Ghana's 12% sliding-scale framework look distinctly more advantageous. Geologists, mineral processing engineers, hydrometallurgy specialists, and project finance analysts with battery-metals exposure are now scarce assets in the Ghanaian labour market.

Career Signal: *Lithium-specific technical skills and battery supply-chain literacy are short-supply, high-premium capabilities. A bridging course in critical minerals or hydrometallurgy is the cleanest entry point for mining engineers ready to pivot beyond gold.*

SIGNAL 3 ·

Civil Service AI Literacy Programme Signals Government as Lead AI Employer

Four UNESCO-partnered cohorts are running between March and May 2026 to train Ghanaian civil servants in foundational AI knowledge, algorithmic bias, misinformation, data privacy and cybersecurity. The first cohort ran March 24 to 26 at the Best

Western Premier Hotel in Accra, with three more scheduled through May. The Ghana Revenue Authority is already deploying AI to cut tax processing time and detect revenue leakages, and the AKU local-dialect assistant signals that government AI tools will be culturally adapted rather than imported wholesale. The supporting policy architecture comes online over the next two quarters. The National AI Strategy launches officially on April 24, the \$250 million AI Computing Centre is in design, and AITLAP Africa is building the tech-law framework covering fintech, e-commerce, data protection, cybersecurity and AI. For public-sector officers, this is a rare window where credentialed AI fluency translates directly into promotion competitiveness. For private-sector professionals working with government, it means proposals, RFPs and consulting engagements will increasingly assume AI-supported workflows on the buyer side.

Career Signal: *Public-sector officers should target one structured AI course before the April 24 strategy launch. Consultants and vendors serving government should pilot AI-supported deliverables on their next two engagements*

SIGNAL 4 ·

Copper Surplus Forecasts vs Structural Deficit: The Data-Centre Demand Story Reasserts

LME copper traded between \$12,674 and \$13,500 per tonne through February and most of March before falling to a quarterly low of \$11,925 on March 20 as the Iran war and weaker Chinese data weighed on industrial metals. Beneath the short-term volatility, the supply outlook is split: Goldman Sachs forecasts a 160,000-tonne 2026 surplus, while the International Copper Study Group projects a 150,000-tonne deficit. S&P Global expects mine output to peak at 27 million tonnes in 2030 before falling to 22 million tonnes by 2040, reflecting declining ore grades and the fifteen-year average lead time from exploration to production. Data centres are now a structural demand driver alongside electrification and EVs, and Ghana's \$250 million AI Computing Centre puts West Africa on that demand curve directly. Each EV requires roughly 2.5 to 4 times more copper than an equivalent internal combustion engine vehicle, and AI-related power demand is reshaping grid planning across continents. For Ghana, the relevance is twofold: the country's electricity mix and grid investment decisions in the next 36 months will determine whether it captures any of the regional data-centre infrastructure spend, and the engineers, electrical contractors and grid planners with both energy and AI-infrastructure literacy will define the projects of the decade.

Career Signal: *Electrical engineers, grid planners, and data-centre specialists who can speak both energy economics and IT infrastructure are positioned for the highest-leverage infrastructure projects of the next ten years.*

SIGNAL 5 ·

Sub-Saharan Africa's Demographic Dividend Meets the AI Skills Gap

Sub-Saharan Africa's population is projected to grow 79% over the next 30 years to 2.2 billion as the rest of the world ages, giving the region a demographic dividend at exactly the moment most developed economies face shrinking workforces. The World Economic Forum's 2025 Future of Jobs Report found employers in the region more optimistic about talent availability than any other region globally, with two-thirds of African employers planning to hire AI-skilled talent and a strong appetite for cybersecurity, big-data and systems-thinking capabilities. The Africa Business Forum's February Jobs Wall Commitment Tracker signals that continental capital allocators are aligning behind this thesis. Yet the same report identified the skills gap as the single biggest transformation barrier for African employers. For Ghana, the policy response runs through the One Million Coders Programme, the 24-Hour Economy Authority's 1.7 million job target by 2029, TVET expansion, and now the National AI Strategy. Over one million new jobs were created in Ghana in the first three quarters of 2025, with approximately 950,000 Ghanaians exiting multidimensional poverty over the same period, but the pace of skills supply is the binding constraint on whether this momentum sustains. For individual professionals, the implication is unambiguous: continuous, structured upskilling has moved from optional to baseline.

Career Signal: *Plan four structured upskilling commitments per year, not one. The professionals who treat learning as a quarterly cadence rather than an annual event will compound the demographic dividend into a personal one.*

COMMODITY WATCH

Average monthly performance of key commodities tracked by FIPS Outlook.

COMMODITY	AVG. PRICE	MoM CHANGE	TREND
Gold (per oz)	\$4,567	-9.8%	▼
Copper(per tonne, LME)	\$11,925	-11.7%	▼
Lithium Carbonate (per t)	\$21,500	+4.5%	▲
Iron Ore (per tonne)	\$96	-3.5%	▼
Coal Thermal (per tonne)	\$118	-2.1%	▼

COMMODITY	AVG. PRICE	MoM CHANGE	TREND
Nickel (per tonne)	\$15,890	-1.8%	▼
Uranium (per lb)	\$78.50	+1.2%	▲
Brent Crude(per bbl)	\$108	+51%	▲
Natural Gas Henry Hub(MMBtu)	\$2.89	+3.4%	▲

Market Note: March 2026 was the month commodities rerouted around geopolitics. Brent's 51% surge, the largest single-month gain on record, drove imported fuel costs across West Africa even as gold corrected from its February peak and copper sold off on Chinese demand weakness. Lithium consolidated through March after its January peak above \$25,000 per tonne, settling near \$21,500 as Zimbabwe's export ban and Chinese restocking kept the floor firm. For Ghana professionals, the practical signal is that 2026 is a year of regime change in commodity assumptions: yesterday's hedge ratios are this quarter's exposure.

Sources: Trading Economics, London Metal Exchange, U.S. EIA, Investing News Network, Fortune, World Gold Council, Wikipedia (2026 Iran war fuel crisis).

BY THE NUMBERS

Key data points shaping this month's professional landscape.

<p>5-12% Ghana's new gold royalty sliding scale, effective March 9 <i>Minerals & Mining Royalty Regulations, 2025</i></p>	<p>3.2% Ghana inflation: 15th consecutive month of decline <i>Ghana Statistical Service, April 2026</i></p>	<p>\$120 Brent crude peak per barrel during the Iran war <i>CNBC, ING research</i></p>	<p>\$250M Cabinet-approved AI Computing Centre <i>Ministry of Communication, Digital Technology & Innovations</i></p>
<p>\$1.47B Energy sector arrears cleared under the Reset programme <i>Business & Financial Times, April 2026</i></p>	<p>1.7M Jobs target for the 24-Hour Economy Authority by 2029 <i>Office of the President, SONA 2026</i></p>	<p>40.7% Cedi appreciation against the US dollar over 2025 <i>Ghana Investment Promotion Centre</i></p>	<p>\$13.8B Ghana gross international reserves (5.7 months import cover) <i>Bank of Ghana / GIPC</i></p>

THE DEEP DIVE | FEATURED ANALYSIS

ANALYSIS 1

Ghana's Royalty Reset: A Decade of Stability Agreements Ends, and a New Skills Premium Begins

Ghana entered the world's top tier of gold producers in the early 2000s by offering long-term stability agreements that locked in tax and royalty terms for fifteen years at a time. Twenty years later, with gold trading above \$4,500 per ounce for most of 2025 and early 2026, those agreements had become a fiscal anachronism. March 2026 closed that chapter. The Minerals and Mining Royalty Regulations, 2025 took legal effect on March 9 after a constitutionally-required twenty-one sitting days in Parliament without amendment, establishing a sliding scale from 5% at gold prices around \$1,900 per ounce to 12% at prices of \$4,500 and above. Newmont's stability agreement, which expired in December 2025, will not be renewed; AngloGold Ashanti and Gold Fields will transition when their agreements lapse in 2027. Parliament softened the regime on March 14 by cutting the Growth and Sustainability Levy on mining companies from 3% to 1% of gross production, and on March 19 ratified the Barari DV Ghana Lithium mining lease at Mankessim under a 12% royalty, a live demonstration that the new framework applies to critical minerals as well as gold. The Chamber of Mines welcomed the principle of a sliding scale while warning that the combined burden could move Ghana up the global effective tax curve. For professionals, the structural implication is more important than the rate itself. Stability agreements were a substitute for analytical capability. Operators knew their fiscal terms a decade in advance, and finance teams optimised within fixed constraints. The new regime puts mining finance, royalty modelling, scenario analysis and government-relations capability at the centre of every project decision. Quarterly royalty calculations now require reference pricing methodologies, real-time gold-price tracking, and cash-flow modelling under both 5% and 12% scenarios. Engineers, accountants, and economists who can translate between operational data and fiscal outcomes will command a measurable salary premium for the next five years.

The verdict for Ghana professionals: if you work anywhere near the mining value chain, your highest-leverage 2026 investment is structured training in mining economics and the new royalty framework.

ANALYSIS 2

The Iran War Oil Shock: How a Strait of Hormuz Closure Reaches Every Ghanaian Pay Cheque

When Brent crude opened February 27 at around \$72 a barrel, few professionals outside the energy sector had thought through what a sustained closure of the Strait of Hormuz would mean for their work. By mid-March, with Brent peaking near \$120 and the International Energy Agency calling the disruption the largest oil supply shock in the history of the global oil market, every operations manager, finance lead, logistics coordinator and procurement specialist in Ghana was running the calculation. Iran's strike on Qatar's Ras Laffan LNG complex on March 18 cut Qatar's LNG production capacity by 17% and sent Asian LNG spot prices up over 140%; the Government of Japan released 80 million barrels from strategic reserves; the Philippines declared a national energy emergency. Ghana's pump prices rose 3.1% month-on-month by early March, and the Government Statistician warned that the full inflationary impact had not yet been captured in the March CPI release. The country's near-term fuel exposure is structural (Ghana imports the majority of its refined petroleum products even with Jubilee and TEN production extended to 2040), and a sustained Brent price above \$100 will pressure transport costs, manufacturing input costs, and the services-sector inflation that drove March's headline number to 3.2% on a 7.2% services-inflation surge. The career signal cuts across sectors. Procurement professionals need supplier-diversification frameworks. Finance teams need fuel-hedging exposure and basis-risk analysis. Logistics leaders need contingency routing and inventory-buffer policies. CFOs need oil-price scenarios baked into 2026 forecasts at \$80, \$100, and \$130 a barrel. The professionals who built these capabilities before March 2026 are now the ones quietly delivering through the volatility; those who delayed are explaining variances to their boards.

The verdict for Ghana professionals: the next twelve months will be defined less by what oil prices do and more by which professionals can keep their organisations functioning regardless. Supply-chain risk, fuel hedging, and scenario planning are the skills that quietly compound.

ANALYSIS 3

Ghana's \$250M AI Bet: How a National Strategy Reshapes the Professional Talent Map

On March 31, 2026, the Ministry of Communication, Digital Technology and Innovations convened a National Stakeholder Engagement on Ghana's AI Readiness Assessment Methodology Report at the Best Western Premier Hotel in Accra. Communications Minister Samuel Nartey George used the occasion to confirm Cabinet approval of a \$250 million AI Computing Centre and the National Artificial Intelligence Strategy, with the official strategy launch set for April 24, 2026. The package places Ghana among the small group of African economies actively building sovereign AI capability rather than consuming externally-built tools. The supporting architecture is already operational. A national AI literacy programme for civil servants, delivered with UNESCO across four cohorts between March and May 2026, covers algorithmic bias, misinformation, data privacy and cybersecurity. The Ghana Revenue Authority is already deploying AI to cut tax processing time and detect revenue leakages. AITLAP Africa, launched as a tech-law reform initiative, will provide the regulatory layer covering fintech, e-commerce, data protection and AI itself. Mobile penetration above 110% (roughly 38 million subscriptions) gives Ghana the user base to make AI services commercially viable at scale. For working professionals, the strategy converts AI literacy from a specialist credential into a baseline expectation. Within twelve months, a public-sector officer applying for a senior role, a banker reviewing a loan application, a HR professional screening CVs, and an engineer maintaining a SCADA system will all be using AI-assisted tools as part of standard practice. The professionals who treat the next two quarters as a focused upskilling window (even a single structured course in AI fundamentals, prompt engineering, or applied machine learning) will move from being users of AI tools to being designers of AI-supported workflows. The latter is where the career premium accrues.

The verdict for Ghana professionals: book one AI course this quarter. Twelve months from now, the difference between those who did and those who did not will be visible in their offer letters.

PROGRAMME DEEP DIVES

Sector-specific insights connecting global trends to your professional domain.

MINING & MINERALS	ENERGY & POWER
<p>Mining Finance Becomes the Defining Skill</p> <p>The royalty reset rewards professionals who can model project economics under variable fiscal regimes. Junior engineers should pair technical certifications with project finance basics; senior staff should refresh on NPV, IRR, and royalty-burden sensitivity. The Chamber of Mines, Minerals Commission, and operators are all rebuilding their analytical capacity. Mining law and policy literacy is now an executive expectation, not a specialist niche. FIPS's Mining Law, Policy & Governance accelerator addresses exactly this gap, and the Diploma and Advanced Diploma in Mining Engineering Technology cover the operational foundations beneath these decisions.</p>	<p>Revenue Assurance Beats Capacity Expansion</p> <p>Ghana's energy challenge in 2026 is collection and loss reduction more than generation. With thermal share now at 78.79% under the new MYTO framework, the highest-leverage skills are billing systems, ATC&C loss management, IPP contract analysis, and grid-side data engineering. ECG's Command and Control Centre rollout creates roles for control-room engineers and SCADA specialists. Renewables remain strategically important but the near-term salary signals point to commercial and operations functions in distribution. Excel & Power BI Mastery, paired with data analytics fundamentals, is the most direct entry point.</p>
PETROLEUM & GAS	TECHNOLOGY & ICT
<p>Risk Management Joins the Engineering Discipline</p> <p>The Iran war has reset the assumption set for every fuel-intensive business in Ghana. Downstream pricing analysts, fuel procurement specialists, and supply-chain risk managers now sit alongside reservoir engineers and production geologists in the highest-value roles. Tullow's drilling acceleration at Jubilee and TEN (six wells in 2026) keeps upstream technical demand strong, but the bigger growth area is the cluster of commercial and risk roles around any business that buys diesel, gas, or jet fuel. FIPS's Project Economics and Compliance & Governance modules support this transition directly.</p>	<p>AI Fluency Moves From Differentiator to Baseline</p> <p>With Cabinet approval of the \$250 million AI Computing Centre, the One Million Coders Programme, and four UNESCO-partnered AI literacy cohorts for civil servants, the message to professionals is unambiguous: AI fluency in the next twelve months is what English fluency was a generation ago. The differentiation will be between those who can use AI tools and those who can design AI-supported workflows. Cybersecurity, data privacy, and prompt-engineering literacy are the highest-leverage adjacent skills. FIPS's Applied Artificial Intelligence, Python Programming, and Cybersecurity Fundamentals offerings map cleanly to this pathway.</p>
BUSINESS & MANAGEMENT	RENEWABLE ENERGY & SUSTAINABILITY
<p>Scenario Planning Returns to the Toolkit</p> <p>A 3.2% inflation print masking a 7.2% services inflation surge means managers cannot run 2026 on 2025 assumptions. The cedi's 40.7% appreciation, the \$13.8 billion reserves position, and the 1.5% primary surplus target all point to a stabilising macro environment, yet the Iran war makes single-point forecasts dangerous. Strategic Leadership, Change Management, and Decision Science training equip managers to operate with confidence under uncertainty. The professionals who run two scenarios into every plan this year (base case and stress case) will outperform those who pick one number and defend it.</p>	<p>ESG Disclosure Becomes Audit-Grade</p> <p>International lenders and equity investors are increasingly tying funding to disclosed Scope 1 and 2 emissions, and Ghana's Mission 300 Energy Compact commits the country to renewable integration milestones through 2030. ESG audits, GHG accounting under ISO 14064, environmental impact assessment, and mine closure planning are no longer adjacent disciplines. They sit at the centre of capital allocation. Practitioners who add a recognised ESG reporting credential will see their value rise alongside the disclosure standards themselves. FIPS's Mine Health, Safety & Environmental Management programme provides the operational backbone.</p>
FINANCIAL SERVICES & FINTECH	INFRASTRUCTURE & CONSTRUCTION
<p>Cybersecurity Becomes the Competitive Moat</p> <p>With Innovare's third consecutive Cybersecurity Company of the Year win and the Bank of Ghana's National Payment Systems Strategy 2025–2029 setting interoperability targets, fintech-bank partnerships have shifted from option to product. The skills demanded are increasingly hybrid: payments engineering plus regulatory technology, mobile money operations plus data protection, credit scoring plus AI governance. Two-thirds of African employers plan to hire AI-skilled talent. Professionals who layer Python, data analytics, and a cybersecurity credential onto a finance foundation own the next decade of fintech opportunity in Ghana</p>	<p>Contract Administration is the Career Multiplier</p> <p>WAMPEX returns to Accra in June with 6,000 mining professionals and 250 exhibitors, the 24-Hour Economy infrastructure pipeline is taking shape across the Volta Economic Corridor, and pharmaceutical, renewable energy and agro-processing parks are entering procurement. FIDIC contract administration, project economics, infrastructure asset management, and BIM-enabled scheduling are the skills that materially shift earning trajectories for mid-career engineers. A formal certification in any of these areas changes the conversation with potential employers, and with international partners who use the same vocabulary.</p>

CAREER ACCELERATOR

Actionable guidance you can apply this month.

Your 30-day Volatile Readiness Sprint

Volatility is not an event. It is a working environment. The professionals who thrive in 2026 are those who treat the next thirty days as a structured training cycle, not a wait-and-see. The framework below converts March's signals into four sequential commitments any professional can complete by the end of April

STEP 1	<p>Audit Your Risk Exposure (Days 1–7):</p> <p>List the three biggest variables that could materially change your work in the next six months: fuel costs, royalty rates, AI adoption, currency, contract renewals. For each, write down your current assumption and the alternative scenario. Share the audit with your manager or a trusted peer.</p>
STEP 2	<p>Close One Skills Gap (Days 8–18):</p> <p>Pick the single most relevant skill from this issue's Skills Forecast (AI fundamentals, royalty modelling, ESG reporting, fuel hedging, or scenario planning) and enrol in a structured course. Online or in-person is fine; a credential at the end is the discipline that finishes the work.</p>
STEP 3	<p>Build One Network Connection (Days 19–24)</p> <p>Identify a senior professional in an adjacent function and request a thirty-minute conversation about how they are reading the current environment. Come with three specific questions, not a generic ask. Send a follow-up note with one insight you found valuable.</p>
STEP 4	<p>Document a Visible Outcome (Days 25–30)</p> <p>Convert the work above into one tangible artefact (a slide, a memo, a model, a policy note) that you can share within your organisation or post publicly. Visibility compounds. Career outcomes follow visible competence, not silent capability.</p>

Resilience is a practice, not a personality

FIPS SKILLS FORECAST

Where we see professional demand heading in the next 6–12 months.

▲ RISING

- **Mining royalty modelling and project economics** — directly driven by the March 9 royalty regime, demand spans operators, consultancies, and the Chamber of Mines.
- **Applied AI literacy and prompt engineering** — the National AI Strategy launches April 24; civil service, banks, and fintechs are all building internal capability.
- **Fuel hedging, supply-chain risk, scenario planning** — the Iran war made these board-level concerns across mining, manufacturing, logistics, and aviation.

— STEADY

- **ESG reporting, GHG accounting, ISO 14064** — compliance with disclosure standards is now an audit-grade discipline, with steady mid-cycle hiring.
- **Project management and FIDIC contract administration** — infrastructure pipeline is robust, but the discipline is now mature; certifications matter more than market growth.

▼ DECLINING

- **Routine financial reporting without analytical depth** — AI and Power BI are absorbing the work. **Pivot:** *management accounting plus data visualisation.*
- **Generalist administrative roles** — automation and the 24-Hour Economy's three-shift staffing model favour specialists. **Pivot:** *specialise in one operational domain (procurement, compliance, customer success) and certify it.*

Forecast basis: FIPS training demand data, industry signals, employer consultations, global workforce reports.

LABOUR MARKET WATCH – GHANA

A monthly snapshot of Ghana’s employment trends and hiring patterns.

SECTORS HIRING

- **Mining** — royalty reset, lithium ramp-up, and active drilling programmes at Newmont, AngloGold Ashanti, and Gold Fields are sustaining technical and finance demand.
- **Technology & ICT** — AI strategy, \$250M centre approval, and civil service literacy programme create a multi-year demand surge.
- **Fintech & financial services** — 200 firms, cybersecurity premium, BoG Payment Systems Strategy 2025–2029 driving partnership-led hiring.

SECTORS CONTRACTING

- **Generalist administration** — consolidating into specialist functions as digitisation accelerates.
- **Routine downstream petroleum retail** — margin compression from oil shock; specialist commercial roles still hiring.
- **Traditional print media and basic content production** — substitution by AI-assisted workflows continues.

KEY INDICATORS

- **3.2%** — Ghana inflation (March 2026, GSS). 15th consecutive month of decline.
- **4.8%** — World Bank GDP growth forecast for Ghana, 2026.
- **1.0M+** — New jobs created in Ghana in the first three quarters of 2025 (GSS).
- **200,000** — 24-Hour Economy Authority interim target for 2026.
- **7.2%** — Services inflation (March 2026), up from 3.7% in February.
- **22%** — Share of current jobs globally expected to be disrupted by 2030 (WEF Future of Jobs).

Sources: Ghana Statistical Service (April 2026 CPI release), Ghana Investment Promotion Centre, World Bank Africa Economic Update (April 2026), Office of the President SONA 2026, World Economic Forum Future of Jobs Report 2025.

CAREER RADAR

Emerging roles and in-demand skills this month.

EMERGING ROLES TO WATCH

- Mining Royalty Analyst — operator-side and consultancy
- AI Governance Officer — public sector and large banks
- Fuel Risk & Hedging Analyst — mining, logistics, aviation
- Lithium Project Geologist — Mankessim and adjacent permits
- ESG Disclosure Lead — listed companies and IPP developers
- Grid Loss Reduction Engineer — ECG and IPPs

SKILLS IN DEMAND THIS MONTH

- Mining finance and royalty modelling
- Applied AI and prompt engineering
- Cybersecurity (ISO 27001, SOC analyst foundations)
- Scenario planning and risk modelling
- Power BI and data visualisation
- Project economics (NPV, IRR, sensitivity analysis)
- FIDIC contract administration

- Fintech Cybersecurity Specialist — banks and payment firms

SPOTLIGHT: ALUMNI IN FOCUS

A FIPS Mining Technologies alumnus on why structured learning matters, even when you already have a degree in hand.

What gap led you to enrol in the Mining Technologies programme?

As a student of Land Administration and Information Systems, I realised my academic path did not give me enough exposure to the practical side of mining operations. I understood land and data systems, but I lacked insight into how mining activities are actually carried out on site. I enrolled in the Mining Technologies programme to bridge that gap and broaden my knowledge of the industry. It gave me a clearer picture of operations beyond my core field and helped me understand how the different areas in mining connect."

Which skills from the programme have impacted you the most?

"The areas that stood out were drilling and blasting, materials handling, basic mining techniques, occupational health and safety management, mine planning and design, surface mining operations, underground mining operations, and the principles of mining materials handling and transportation. They gave me practical insight into how mining is actually done in real environments, improved my ability to connect theory with practice, and made me more confident in technical discussions."

What would you say to a professional who relies only on experience?

"Experience matters but relying on it alone can limit your growth. Continuous learning is essential. Structured programmes expose you to deeper technical knowledge, modern practices, and the technologies the industry is moving toward. Combining hands-on experience with continuous learning is what keeps you relevant and competitive in today's mining industry."

Mr Eric Mensah, PCert (FIPS), Mining Technologies Alumnus, Final Year Student-University of Mines and Technology, Tarkwa

INDUSTRY VOICES

Three leaders on what March 2026 demands of their teams

ENERGY & GEOPOLITICS

Warren Patterson, Head of Commodities Strategy, ING

On the Iran war's structural impact on oil markets

"The oil market has moved from over-optimism to the reality of the supply disruption we are seeing in the Persian Gulf. The longer this disruption persists, the less the market can rely on inventory, and the greater the need for further demand destruction. The only way to drive this would be through higher oil prices."

MINING & FISCAL POLICY

Isaac Tandoh, Acting CEO, Minerals Commission of Ghana

On the new royalty regime and its reception

"The changes are part of a broad overhaul aimed at balancing investor confidence with the government's push to reap greater rewards from mining. Authorities are listening to concerns from smaller and new projects about the proposed royalty increase and will aim for a formula that preserves investment while lifting revenue when prices are high."

AI & DIGITAL ECONOMY**Hon. Samuel Nartey George, Minister for Communication, Digital Technology & Innovations***On the National AI Strategy and the \$250 million Computing Centre approval*

"The strategy will drive AI adoption across all sectors of the economy while ensuring that development is guided by principles of responsibility, innovation, and inclusivity. Ghana's strategic position within Africa's digital economy is enhanced by the presence of the African Continental Free Trade Area Secretariat in Accra."

PREPAREDNESS PATHWAY*How FIPS is helping professionals stay ahead*

This month's theme, Beyond the Shock, sits at the centre of what FIPS exists to deliver: **structured, professional-grade preparation that allows working professionals to keep performing through volatility**. Each of our five programme streams maps to a skill demand surfaced in this issue.

Mining Engineering & Technologies

Rock Mechanics, Mine Automation, Digital Mine Management, Environmental Management — directly aligned with the royalty-era skills premium and the lithium ramp-up at Mankessim.

Business & Management

Project Economics, Fiscal Modelling, Compliance & Governance — the modelling skills every operator and consultancy now needs under the 5–12% sliding scale and the Iran-war cost environment.

Technology & ICT

Python for Data Analysis, AI Essentials, Cybersecurity Fundamentals — preparing professionals for the April 24 National AI Strategy launch and the cybersecurity premium across fintech and government.

Health, Safety & Environment

ISO 45001, Environmental Impact Assessment, ESG Reporting — the audit-grade disclosure capability international lenders and equity investors now expect.

Executive & Leadership Certificates

Strategic Leadership, Change Management, Decision Science — the executive frameworks for running an organisation through structural volatility rather than reacting to it.

Flexible evening and weekend scheduling means professionals can complete a course without stepping out of their roles. The April–June intake is open at admission.fips.ac.

OPPORTUNITIES BOARD*External opportunities for professional growth – curated by the FIPS Outlook editorial team.***G R A N T S , S C H O L A R S H I P S & F U N D I N G****Mastercard Foundation Scholars Program – Ongoing**

Fully funded scholarships for academically talented yet economically disadvantaged young Africans pursuing undergraduate and graduate studies at partner institutions across Africa. Multiple intakes annually.

URL: <https://mastercardfdn.org/all/scholars/>

Africa Enterprise Challenge Fund (AECF) – Active Calls

Catalytic financing for businesses across agribusiness, renewable energy, and climate-smart sectors operating in sub-Saharan Africa. Rolling competitive windows for grants and concessional capital.

URL: <https://www.aecfafrica.org/>

C O N F E R E N C E S , S U M M I T S & I N D U S T R Y E V E N T S**WAMPEX 2026 — West African Mining & Power Expo · 3–5 June 2026 · Accra**

19th edition of West Africa's largest mining trade event, hosted at La Palm Royal Beach Hotel. 6,000+ professionals, 250+ exhibitors from 20 countries, three days of sourcing, networking, and conference sessions. Endorsed by Ghana's Ministry of Lands and Natural Resources.

URL: <https://www.wampexwestafrica.com>

Africa Energy Forum 2026 · 16–19 June 2026 · Cape Town

Continental gathering for energy ministers, utilities, IPPs, financiers and developers shaping Africa's power and clean-energy investment pipeline. Major venue for project finance and corporate networking.

URL: <https://www.africa-energy-forum.com>

C A L L S F O R P A P E R S , T E N D E R S & R F P s

African Mining Week 2026 — Call for Speakers and Sessions · 14–16 October 2026 · Cape Town

Submissions invited for the 2026 Cape Town gathering under the theme 'Mining the Future: Unearthing Africa's Full Mineral Value'. Sessions across critical minerals, beneficiation, junior miner financing, and indigenous participation.

URL: <https://african-miningweek.com>

UNESCO–MCDTI Public Sector AI Cohorts 2 & 3 — Ghana · (Upcoming see website for details)

Three-day AI literacy training cohorts for civil servants, focused on algorithmic bias, misinformation, data privacy and cybersecurity. Verify cohort 2 and 3 schedules and eligibility with the Ministry of Communication, Digital Technology & Innovations directly.

URL: <https://moc.gov.gh>

Know of a grant, event, or opportunity that should be featured? Email outlook@fips.ac with the subject line "Opportunity Submission."

THE CLOSING THOUGHT

"Volatility is the test. Preparation is the answer. The professionals who thrive in 2026 are not those who predict the next shock, but those who have already done the quiet work that lets them keep delivering through it."

Apply what is useful. Share what is true. Keep showing up.

Know a colleague who'd benefit from this? Forward this edition or share: www.fips.ac/outlook

SHARE ON LINKEDIN

"Ghana's 5–12% royalty regime took legal effect on March 9. The Iran war pushed Brent to \$120 a barrel. Inflation fell to 3.2%, the 15th consecutive month of decline. Cabinet approved a \$250M AI Computing Centre. March 2026 didn't reward forecasting. It rewarded preparation. The professionals who built the skills, models, and networks before the volatility are the ones quietly delivering through it."

– FIPS Outlook, April 2026

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- Employer perspectives on skills, hiring, and professional development

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Date to be confirmed | Online | Free

FIPS April Career Briefing — "Beyond the Shock"

April 2026 | Online | Free

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