

Position Title	Head of Country – South Africa
Responsibilities	<p>The Head of Country – South Africa's role includes;</p> <ol style="list-style-type: none"> <li>1. Manage Aquila's exploration, development, and eventually, operating activities in South Africa and provide representation of Aquila in dealing with all levels of government</li> <li>2. Corporate Governance <ul style="list-style-type: none"> <li>• Ensure Aquila's compliance with all legislation in South Africa</li> <li>• Liaise with governments and their departments as necessary</li> <li>• Develop and execute programs to meet the objectives of the Mining Charter, as comprehensively as practicable</li> <li>• Establish systems and procedures to manage Aquila's activities in South Africa</li> <li>• Prepare for approval and manage Aquila's South African budget</li> <li>• Lead a team of professional and skilled staff to execute Aquila's strategies in South Africa</li> </ul> </li> <li>3. Aquila Projects and Exploration <ul style="list-style-type: none"> <li>• Maintain a corporate office in the Johannesburg/Pretoria area with appropriate staff</li> <li>• Oversee the conduct of studies by Aquila teams and associated infrastructure suppliers</li> <li>• Oversee the development and operation of projects once approved</li> <li>• Provide commercial support for projects and exploration activities</li> <li>• Represent Aquila on the Boards of the project vehicles</li> <li>• Consolidate Aquila's South African project budgets</li> <li>• Assist with the development of all external requirements ie logistics, contracts, industry requirements</li> </ul> </li> <li>4. Provide the local support and input for all new Aquila business opportunities including acquisitions, mergers, service and logistics contracts and government requirements.</li> <li>5. Reporting <ul style="list-style-type: none"> <li>• Undertake all reporting functions to keep Aquila Perth informed of progress under approved work programs and budgets</li> <li>• Manage all public and statutory reporting on behalf of Aquila</li> </ul> </li> </ol>
Reports to	General Manager – Iron Ore

### Accountabilities

Aquila's South African business will be based in Johannesburg/Pretoria and will operate as a satellite office of the head office in Perth. The Head of Country's role is to establish and manage the operating company in South Africa and effectively provide the interface between the Perth and South African activities. This will require interaction with the Executive Chairman, Aquila CFO, Aquila General Counsel, Head of Exploration and the General Manager – Iron Ore.

General accountabilities include;

- Develop, operate and maintain corporate systems and procedures that will meet the needs of the organisation, especially in the areas of safety, environment and social obligations
- Provide high quality and timely advice and reports to the General Manager – Iron Ore
- Management of the Budgeting process (operating and capital) – be it coordinating with special purpose vehicles or internal management.
- Manage and coordinate effective cost control systems and reporting to Perth
- Manage and report on progress in relation to compliance with the Mining Charter and other relevant legislation
- Manage documentation and records to support all transactions and operations
- Ensure the completion and submission of Statutory, Government and Industry requested statistical data.

- Ensure the provision of administrative support and services for the organisation in South Africa
- Provide advice on how to optimise the business

The principal outcomes that are required from this role are;

- Ensuring compliance with all project related agreements that govern the projects
- Management of the South African business to ensure compliance with all relevant legislation and government policies
- Establishment of policies and procedures to ensure the above compliance, as well as to manage the expenditure in South Africa within approved budgets
- Achievement of minimal harm to employees, the public and the environment

## Expectations

Aquila Resources Limited is committed to exploring, developing and operating as efficiently and safely as possible

Every role within Aquila is expected to ensure the following objectives are achieved;

Safety and Health – “Make sure we do things safely”

- Ensure that the work practices and systems within the various operations and projects are consistent with the Safety Management System and relevant statutory requirements
- Support the implementation of specific strategies within the individual projects to minimise the exposure of safety related risk to employees from injury or disease

Environment – “Minimal impact on local communities and environments”

- Ensure that the work practices and systems within the various operations and projects are consistent with the Environmental Management System and relevant statutory requirements
- Support the implementation of specific strategies within the individual projects to minimise the impact of operations on the local environment and communities

Policy and Procedures – “Do what we say we are going to do”

- Ensure that the actual work practices and systems within the sites are consistent with all policy and procedures (safety, environmental and Mining Charter) and any statutory requirements
- Ensure that each Project team complies with the site policies and procedures by communicating their content, monitoring practice and reporting to senior management accordingly.

Business – “Set the example”

As a leader in a small team coordinating employees, external contractors and consultants:

- Demonstrate strong leadership skills setting clear and structured expectations and hold all external parties accountable for their scopes of work
- Act with high ethical standards with all parties
- Manage your budget diligently with each decision to optimise the return on every dollar.
- Be prepared to review, change and flexibly manage your plans subject to the needs of the business

Continuous Improvement – “Show we can always do things better”

Contribute towards continuous improvement of all processes and systems by:

- Initiating, implementing and measuring improvements in performance within all South African projects
- Creating a management culture and system that encourages compliance with procedures yet resourcefulness in seeking better ways to operate
- Celebrating success appropriately to drive improvement by positive reinforcement



Job Description  
Head of Country – South Africa

FRM No.

### SPECIFIC DELIVERABLES IN 2010

#### Specific Deliverables

The specific deliverables within the South African operations, which will be reviewed with regard the full year performance, will be :

- Establishment of a corporate office in Johannesburg/Pretoria
- Establishment of a management team to support the operations
- Development of a compliant BBBEE program that will meet the expectations of the Mining Charter
- Implementation of commercial systems
- Establishment of a strong and reliable relationship with government
- Completion of the Feasibility Study for the Avontuur Manganese Project
- Initiation of the Feasibility Study for the Thabazimbi Iron Ore Project

These accountabilities will be the basis for the short term incentive component of the remuneration.

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Supervisor

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Signature

\_\_\_\_\_  
Date

### POSITION DESCRIPTION – READ AND UNDERSTOOD BY EMPLOYEE

\_\_\_\_\_  
Employee

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Date