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1 control and compliance monitoring, against which the
2 equivalent of progress payments are made over a period of
3 time. And such projects are generally of substantial
4 size and go on over a period of several years.

5 The next level of -- so that's the closest and, if
6 you will, say, the most comprehensive control system that
7 the government maintains. I might also add that
8 sometimes the post-project monitoring goes on for ten
9 years.

10 The next is something called "grants." And the
11 grants say, "You've made your case. You've said you need
12 this much money to accomplish those objectives. Here it
13 is. And we'll be back at the end of the project to see
14 that you did what you said you were going to do. And if
15 at the end of the project you've done what you said you
16 were going to do, everything is fine." In some grant
17 programs, if, at the end of the project what was expected
18 to be done has not been done, the Federal Government can
19 go back and collect its money or part of its money, in
20 theory.

21 The next level are loan guarantees in which you say,
22 "You do your deal with the bank. You work out your terms
23 and conditions with your bankers. Government will add in
24 a few provisions that are important to itself, but
25 basically you conduct yourself as a commercial