



Chhattisgarh State Electricity Regulatory Commission

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Suo Motu Petition No. 16 of 2008(T)

ORDER

Sub: In the matter of determination and declaration of tariff for solar power generation plants covered under Government of India's incentive policy and to promote solar power generation in the State of Chhattisgarh.

Quorum:- 1. Shri S.K. Misra, Chairman
2. Shri B.K. Sharma, Member

(Passed on 08.09.2008)

1. Background

The State Regulatory Commissions have been charged with the responsibility of promotion of cogeneration and generation of electricity from renewable sources of energy under section 86 of the Electricity Act, 2003, (the Act). The provision of the Act is as under:

“(86) Functions of the State Commission –

(1) The State Commission shall discharge the following functions, namely:-

a) X X X X

b) X X X X

c) X X X X

d) X X X X

e) “Promote cogeneration and generation of electricity from renewable sources of energy by providing suitable measure for connectivity with the grid and sale of electricity to any person, and also specify, for purchase of electricity from such sources, a percentage of the total consumption of electricity in the area of a distribution licensee.”

In pursuance of this provision, the Commission has passed orders regarding promotion of biomass-based generation on 11.11.2005 and 15.01.2008 and separately for promotion of small hydel power on 28.02.2007. The Commission has notified on 22.05.2008, CSERC (Terms and conditions for determination of

generation tariff and related matters for electricity generated by plants based on non-conventional sources of energy) Regulations, 2008 specifically for determination of tariff for biomass-based plants and small hydel plants. The Commission has also formulated regulations regarding obligation of the licensees to purchase electricity generated from renewable sources of energy. The CSERC (procurement of power from renewable sources of energy by distribution licensees) Regulations 2008 have been notified in Chhattisgarh Rajpatra of 14th July, 08. In these regulations, the following provisions have been made regarding procurement of power by distribution licensee from renewable sources of energy:-

“Clause 3.1 – Licensees shall purchase a minimum percentage of their total consumption of electricity during a financial year in their respective areas of distribution, from the stations generating electricity from various renewable sources of energy as given below:-

<i>Renewable Energy Sources</i>	<i>Minimums quantum of electricity to be procured by licensees as percentage of total consumption</i>
<i>Biomass-based plants</i>	<i>5%</i>
<i>Small hydel plants</i>	<i>3%</i>
<i>Solar Energy (incl. PV and PV thermal Systems) Wind, Bagasse based co-generation & others</i>	<i>2%</i>

Provided that subject to the overall purchase obligation of 10 percent, the licensee may, for sufficient reasons and with the approval of the Commission, vary the percentage of purchase from one or more of renewable sources of energy and make good the shortfall in purchase from one source by purchase from another source.

Such purchase shall be made at tariffs determined by the Commission from time to time.”

2. Solar Energy

The Ministry of New and Renewable Energy, Govt. of India (MNRE) has launched a demonstration programme to encourage grid quality power generation from megawatt size solar power plants. Under the programme, registered companies, as project developers, would be eligible to set up solar power projects on build own and operate basis. The Ministry will provide generation based incentive upto Rs. 12 per kWh for solar photovoltaic and Rs. 10 per kWh for solar thermal power fed to the grid by the solar power developer. Proposal from each project developer with a maximum aggregate capacity 5 MW, either through a single project or multiple projects of a minimum capacity of 1 MW each, would be considered under the demonstration programme. The Ministry would provide incentive for installation of upto 50MW capacity solar power projects in the country. Solar power projects with an aggregate capacity of a maximum of 10 MW in a State would be considered for support. However, preference will be given to the projects from the State where the State Electricity Regulatory Commission (SERC) has announced or in the process of announcing tariff for solar power. Wherever it is not there, the utility should provide the highest tariff offered for medium term power purchase or the maximum tariff fixed

for power from any other energy source, till the SERC announces a tariff for solar power, failing which, projects in that State would not be considered under the demonstration programme. Secretary, MNRE has addressed a DO letter No. 8/2/2008-ST dated 12th May, 2008 to the Chairman of this Commission in which he has urged the Commission to consider fixation of tariff for solar technologies as such a step would go a long way in establishing grid connected solar power generation activity in the country.

3. The National Action Plan on Climate Change notified by the GoI recently emphasizes the importance of solar energy to the country in the emerging energy scenario and speaks of the launching of a National Solar Mission thus:-

“A National Solar Mission will be launched to significantly increase the share of solar energy in the total energy mix while recognizing the need to expand the scope of other renewable and non-fossil options such as nuclear energy, wind energy and biomass.”

“India is a tropical country, where sunshine is available for longer hours per day and in great intensity. Solar energy, therefore, has great potential as future energy source. Photovoltaic cells are becoming cheaper with new technology. There are newer, reflector-based technologies that could enable setting up megawatt scale solar power plants across the country. Another aspect of the Solar Mission would be to launch a major R&D programme, which could draw upon international cooperation as well, to enable the creation of more affordable, more convenient solar power systems, and to promote innovations that enable the storage of solar power for sustained, long-term use.

The National Solar Mission would promote the use of solar energy for power generation and other applications. Where necessary for purposes of system balance or ensuring cost-effectiveness and reliability, it would also promote the integration of other renewable energy technologies, for example, biomass and wind, with solar energy options.

India is largely located in the equatorial sun belt of the earth, thereby receiving abundant radiant energy from the sun. The country receives about 5,000 trillion kWh/year equivalent energy through solar radiation. In most parts of India, clear sunny weather is experienced 250 to 300 days a year. The annual global radiation varies from 1600 to 2200 kWh/m², which is typical of the tropical and sub-tropical regions. The average solar insolation incident over India is about 5.5 kWh/m² per day. Just 1% of India's land area can meet India's entire electricity requirements till 2030.

Solar-based power technologies are an extremely clean form of generation with practically no form of emissions at the point of generation. They would lead to energy security through displacement of coal and petroleum. T&D losses are very low in decentralized systems. Deployment can be done independently of the national grid and integrated with the national grid when needed.”

“Over the 11th and 12th Plan periods (till 2017) the Mission would aim to deliver at least 80% coverage for all low temperature (<150^o C), and least 60% coverage for medium temperature (150^o to 250^o C) applications of solar energy in all urban areas, industries, and commercial establishments.

Further, the Mission would aim for local Photovoltaic (PV) production from integrated facilities at a level of 1000 MW/annum within this time frame. It would also aim to establish at least 1000 MW of Concentrating Solar Power (CSP) generation capacity, again, with such technical tie—ups as essential within the Stated time frame.”

This gives a clear indication that the limit specified by MNRE may now be relaxed and in view of the new targets the concessions may be extended to large generation capacity in the country.

4. Initiative of this Commission

With a view to encourage solar power plants in the State of Chhattisgarh, the Commission had prepared a discussion paper on tariff of energy generated from solar power plants for procurement of the same by Chhattisgarh State Electricity Board (C.S.E.B) and other distribution licenses in the State.

In the discussion paper the Commission proposed the following tariff inclusive of generation incentive payable by Govt. of India to solar power producers :-

S.N	Particular	Solave (PV Technology) Plant of 1 MW capacity and above (Rs.)	Solar Thermal Plant of 1 MW capacity and above (Rs.)
1.	Solar power plants commissioned upto 31.12.2010	15.50 per unit	13.50 per unit

The tariff proposed was levelized tariff to be in force for a period of 5 years i.e. upto 31st July, 2013. It was proposed that thereafter the tariff would be determined by the Commission as per the regulations in force and considering all relevant aspects. It was also proposed that in case the Commission does not review / revise the tariff by 31st July, 2013, then the above tariff would remain applicable till further instructions of the Commission.

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The discussion paper also provides that considering the incentive payable by the MNRE, CSEB / distribution licensee of the State shall make payment to the project developer for solar power as per the rates given below. These will be valid upto 31st July 2013 without any provision of escalation.

S.N.	Particular	Solar (PV Technology) Plant of 1 MW capacity and above (Rs.)	Solar Thermal Plant of 1 MW capacity and above (Rs.)
1.	Solar power plants commissioned upto 31.12.2010	3.50 per unit	3.50 per unit

These rates are levelized (constant) for a period of 5 years i.e. upto 31st July, 2013. Thereafter these shall depend upon the review/revision of tariff by the Commission.

For arriving at above proposed tariff the Commission considered the following parameters: - The Project Cost was assumed at Rs. 20 crores per MW for Solar PV and Rs. 17.50 crores for Solar thermal. The debt equity ratio was taken at 70:30. Interest of term loan was assumed at 12% per annum, and interest on working capital at 12.75%, Depreciation was proposed to be calculated annually based on straight line method considering residual life of the asset at 10% and to be allowed upto maximum of 90% on the historical capital cost of the assets. The return on equity was proposed at 16%. O&M cost and annual escalation of O&M cost was assumed as 0.2% of project cost for Solar PV and 0.3% of project cost for solar thermal with the annual escalation at the rate of 1.5%. The project life was taken as 20 years. The tariff period was for 5 years. The average clear sunny hours in a day was assumed to be 7 hours for the purpose of calculation of Plant Load Factor (PLF).

The discussion paper was circulated to Principal Secretary, Energy, Govt. of Chhattisgarh, C.G. Renewable Energy Development Authority (CREDA), Dr. T.C. Tripathi, Advisor (Solar) MNRE, all members of State Electricity Advisory Committee, CSEB and other distribution licensees i.e. Bhilai Steel Plant and Jindal Steel & Power Ltd. and M/s South Asian Agro Industries, Raipur who has submitted a proposal to install 5MW solar power plant in the State, inviting their comments on paper. Comments were also invited from the general public and interested stakeholders through a press release in the newspapers.

5. In response to the request of the Commission, comments have been received from the following within the time limit laid down: -

1. Environment Energy Foundation, Raipur
2. C.G. State Renewable Energy Development Agency, Raipur
3. Sun Technics, Energy System Pvt. Ltd., Raipur
4. ESSAR Power Limited, Mumbai
5. Tata BP Solar India Limited, Raipur
6. S.R. Corporate Consultant (P) Ltd., Raipur
7. Chhattisgarh State Electricity Board, Raipur
8. Indiabulls Power Services Limited , Raipur
9. North West Energy Pvt Ltd. (NEPL), New Delhi

However, after the last date for comments, comments have been received from the following two organizations, which have also been taken in considerations by the Commission: -

1. M/s South Asian Agro Industries Ltd., Baloda Bazar, Raipur
2. South East Central Railway, Bilaspur

Gist of Comment

The gist of the suggestion / comments received from the above organizations are as follows: -

- (1) **CREDA** has suggested that the Commission should make a provision of flat incentive which would be paid by the State Government and the balance amount would be paid by MNRE. It has opined that since the State

Government levies 5 paise cess from power consumers and 10 paise cess from captive generators, the amount thus collected by the State Government through cess can be used for providing such incentives. Further the CREDA has also requested that the Commission may recommend Govt. of India for providing accelerated depreciation, as it would help in lowering the cost.

- (2) **M/s India Bulls Power Services Ltd (IBPSL):** - IBPSL has suggested the following for consideration for the purpose of determination of tariff.

Project Cost at Rs. 23 to 25 crores per MW; power generation per MW 1.48 million units to 1.5 million units per annum, the expected life of project as 20 years; interest rate on term loan to be 12%; depreciation on 90% of the equipment for a period of 20 year, interest on working capital at 12.5% per annum. O&M cost at 0.3% of the project cost, with annual escalation at 1.5% from 2nd year onwards; and a tariff period of 10 years.

It has been suggested that the power purchase tariff for solar PV power plants should be Rs. 25 per kWh and for solar thermal should be Rs. 16 per kWh. It has also been suggested that in view of the limitation of MNRE initiative, the Commission should declare the power purchase tariff based on State Government initiative.

- (3) **M/s North West Energy Private Ltd :-** The firm has mentioned that the project cost may vary from state to state due to many factors such as cost of land, technology, adopted etc. It is of the view that the project cost of solar PV should Rs. 24 crores per MW. As regards depreciation, it has been proposed that the loan (70%) has to be paid in 9-10 years and depreciation in State line method should be linked with loan repayment (either as per CERC norms "Advance against depreciation or 12 years period.) As regard escalation in O&M cost, it is of the view that the O&M cost is mainly due to man power and escalation on man power is about 10% per year and in view of this, the annual escalation in O&M cost should be 5% from 2nd year onwards.

- (4) **M/s SR Corporate Consultant Pvt. Ltd. (SRCCPL):** - SRCCPL has suggested that the project cost should be taken as Rs. 21 crores per MW for solar PV and Rs. 18 crores per MW for solar thermal plants. It has suggested that accelerated depreciation should be allowed, as available in case of other renewable energy projects. As regard to O&M cost it should be 1% of the capital cost, with annual escalation at least 6% per annum considering the present inflationary trend. It has also proposed the interest on term loan and as well as on working capital should be taken at 14% per annum. The company strongly feel that the developer may not come forward for such capital intensive project unless a firm long term policy is in place. Therefore, fixation of tariff should be at least for 10 years. Considering the various parameters it has submitted calculations for levelized tariff for 10 years for solar PV and solar thermal projects at Rs. 18.00 per kWh and Rs. 16.51 per kWh respectively. In the calculations it has considered the P.L.F. for solar PV and solar thermal plants for 1st year as 22.4%.

- (5) **M/s Essar Power Ltd:** - Essar has submitted that in view of the huge investment required for setting up a solar power plant a tariff period of 20 years seems to be appropriate for assured returns. It has also said that return

on equity as 16% will be appropriate and as per their assessment interest rate available are 11-12%. It has mentioned that world wide the project life for solar energy projects has been considered as minimum of 20 years. Essar feels that making solar thermal power with hybrid option will increase power plant efficiency substantially, which in turn will reduce overall project cost and unit cost of generation.

- (6) **M/s Tata BP Solar India Ltd.:** - This major player in solar power, has suggested that 80% depreciation benefit on investment in 1st year should be allowed. The tariff per unit should be increased to Rs. 23 per unit. The present cap of 10 years for FIT may be extended for 25 years. It has proposed that free land and water should be provided for such project and custom duty/ VAT exemptions should be available on all materials required for setting up of power plants.
- (7) **M/s Sun Technics Energy Systems Pvt Ltd :-** It has proposed that the project cost with thin film should be allowed Rs. 23.15 crores per MW and with Crystalline it should be Rs. 25.4 crores per MW. The Commission should fix the tariff in excess of Rs. 24-25 per kWh to start with.
- (8) **M/s South Asian Agro Industries Ltd. Raipur :-** The company envisages to set up a five MW solar thermal project at Baloda Bazar in Raipur District. It has been said that in Chhattisgarh the radiation is as above 5.4 per kWh per square meter per day, the daily sunshine hours on an average at 7 hours, the PLF works out as 29% . It is of the view that from the PLF perspective say 26%, the tariff announced should be higher enough to support the project revenues. It has suggested that project cost for solar thermal should be considered at Rs. 17.5 crores per MW exclusive of land cost. In the company's assessment the land requirement for 5 MW thermal project will be about 50 acres. It has proposed that for solar PV, the project cost of Rs. 20 crores per MW should be allowed. It has said that 16% return on equity is acceptable and debt equity ratio of 70:30 may be considered. It has been proposed that interest on term loan may be considered at 12.75% or 13%. As regards to O&M cost, the company has proposed that for solar thermal it may be 2.5% to 3% of the project cost with annual escalation of 5%. It is of the view that the Commission should fix the tariff for a minimum period of 10 years. The project life of 20 years is acceptable to them. It has been suggested that hybridization with biomass or other renewable may be encouraged upto 20 to 30% for future projects.
- (9) **Paryavaran Urja Times:** - has submitted that the additional cost of SPV, must not be loaded on domestic and industrial consumers and the carbon credit eligibility to the SPV power plant should be taken into account while fixing the tariff.
- (10) **Chhattisgarh State Electricity Board (CSEB):** - CSEB has stated that the Chhattisgarh is a new State where lots of new buildings particularly in the capital area are either under construction or will come up soon for construction. The roof of all such buildings if utilized for installation of independent solar power plants, the electricity generated would meet the power requirement of that building.

- (11) South East Central Railways, Bilaspur:** - They have declined to give any comment at present, on the ground that they do not have much experience in bulk power generation of solar energy.

All those who submitted the comments on the discussion paper were invited for hearing in the matter on 26.08.2008 in the office of the Commission. The representative of the following organizations / consultants attended the hearing: -

1. CREDA
2. Sun Technics, Energy System Pvt. Ltd., Raipur
3. Tata BP Solar India Limited, Raipur
4. S.R. Corporate Consultant (P) Ltd., Raipur
5. North West Energy Pvt Ltd., New Delhi (M/s Videocon)
6. South Asian Agro Industries Pvt. Ltd, BalodaBazar, Raipur

In the hearing mostly the comments/suggestions which were received in writing were reiterated by the representative of the organization. Representative of S.R. Corporate Consultant (P) Ltd., Raipur said that the project cost of solar PV plant should be considered at Rs. 23 per MW instead of Rs. 21 per MW as submitted vide their letter dated 4th Aug'08

6. Commission's views

On consideration of the comments / suggestions received in writing, gist of which has been given above, and the detailed deliberation held with the representative of CREDA and others on 26.08.08, the Commission has decided the various parameters for fixation of tariff for PV plants and solar thermal projects as follows :-

- (i) **Project cost:** - On consideration of the available inputs, the Commission has come to the conclusion that it will be reasonable to consider the present project cost of solar photovoltaic plants as Rs. 22.00 crores per MW and for Solar Thermal Project without provision of storage system and optional boiler (hybridization) as Rs. 20.00 crores per MW, inclusive of cost of land and interest during construction etc.
- (ii) **Return on equity:-** Return on equity at 16% has been generally accepted by all.
- (iii) **Debt equity ratio:-** Although M/s Essar Power has suggested the debt equity ratio at 75:25, considering the provisions of CERC (Terms and Conditions of Tariff) Regulation 2004 and CSERC (Terms and Conditions for Determination of Tariff) Regulation 2006, the Commission has decided to consider debt equity ratio at 70:30.
- (iv) **Interest on term loan:-** The Commission consulted IREDA which is the nodal agency of Government of India for the purpose of financing renewable energy based projects. The Commission has been informed by IREDA that presently the latter charging 12.9% interest per annum for Solar Energy based grid-connected projects. The possibility of taking loan from commercial banks / other financial institutions by developers cannot be ruled out. The Commission considers it appropriate to allow 13% per annum interest on term loan for the purpose of tariff determination.
- (v) **Interest on working capital:-** The loan for working capital is for short term and is normally availed by the developers from commercial banks / financial

institutions. Considering the current interest rates, the Commission is of the view that it will be appropriate to allow 14% interest per annum for this purpose.

- (vi) **Depreciation:-** Considering the fact that the incentive of Gol is available only for such solar PV and solar thermal projects which do not avail the accelerated depreciation benefit for the project, under section 32 of the Income Tax Act, 1961, the Commission is not inclined to allow the accelerated depreciation benefit. The Commission has decided to compute depreciation in the following manner:-
- (a) The value base for the purpose of depreciation shall be the historical cost of the asset.
 - (b) Depreciation shall be calculated annually based on straight-line method over the useful life of the asset.
 - (c) The residual life of the asset shall be considered as 10% and depreciation shall be allowed upto maximum of 90% of the historical capital cost of the asset.
- (vii) **Operation & maintenance cost and annual escalation in O&M cost :-** Maintenance is very essential for extending the useful life of an asset. Proper maintenance management of the resources can increase the capacity utilization and can minimize idling losses. Considering the view of the stakeholders, the Commission considers it appropriate to allow O&M expenditure at 0.3% and 0.5% of the project cost to Solar PV and Solar Thermal Project respectively. The Commission is not inclined to accept the suggestion of allowing it as 2.5% to 3% of the project cost considering the very high project cost of Solar projects in comparison to conventional thermal projects. However, the Commission has accepted the views of various stakeholders regarding annual escalation on O&M charges and considers it appropriate to allow the same at the rate of 5% per annum considering the trend of inflation.
- (viii) **Project life :-** The Commission decides to consider project life as 20 years as has generally been accepted by all stakeholders.
- (ix) **Tariff period:-** In the discussion paper the Commission had proposed that it would initially determine tariff for a period of 5 years. Some of the stakeholders/consultants were of the view that the developers may not come forward for such capital intensive projects unless a firm long-term policy is in place. To ensure that the developers are sufficiently encouraged to set up the solar power projects in the State, the Commission has decided that the tariff should be determined for the period of 10 years instead of 5 years.
- (x) **Solar insolation level in the state and solar power generation:** The Director of Indira Gandhi Krishi Vishwa Vidyalaya, Raipur which monitors weather on a regular basis, has provided a report for the period 1981 – 2007 which shows that the average clear sunshine hours at Raipur is seven hours per day when calculated on annual basis. Based on this and other feed back received from the stakeholders, the Commission has considered the expected quantum of generation and PLF for the purpose of computation of tariff.

7. Commission's decision regarding solar power tariff

Based on the foregoing considerations, the Commission decides that the tariff inclusive of generation incentive payable Government of India to solar power producers, and subject to all conditions of Gol policy applicable to them, shall be as under:-

S.No	Particular	Solave (PV Technology) Plant of 1 MW capacity and above (Rs.)	Solar Thermal Plant of 1 MW capacity and above (Rs.)
1.	Solar power plants commissioned upto 31.12.2010	15.84 per unit	13.26 per unit

The tariff is levelized (constant) for a period of 10 years i.e. upto 31st August, 2018. Thereafter the tariff shall be determined by the Commission as per the regulations in force and considering all relevant aspects. In case the tariff is not revised by 31st August, 2018, it will remain applicable until further orders of the Commission in this regard.

The above tariff takes into account the incentive being given by the Gol. CSEB/distribution licensees of the State shall make payment to the project developer for solar power as per the rates given below which are valid upto 31st August 2018 without any provision of escalation:

S.N.	Particular	Solar (PV Technology) Plant of 1 MW capacity and above (Rs.)	Solar Thermal Plant of 1 MW capacity and above (Rs.)
1.	Solar power plants commissioned upto 31.12.20102	3.84 per unit	3.26 per unit

These rates are levelized (constant) for a period of 10 years i.e. upto 31st August, 2018.

The Govt. of Chhattisgarh has not so far announced any incentive in tariff for grid connected solar power plants. In case the State govts. decides to give incentive on the lines of Gol, the rates payable by CSEB / distribution licensee to solar power developers shall be less such incentive and will be as per the decision of the Commission to be taken considering the incentive payable by the State Govt.

It will be the responsibility of the project developer to avail the declared incentive from Gol. In case incentive is not received by the developer from Gol owing to any reason, CSEB / distribution licensee will not be liable to pay compensation for the same.

8. **Connectivity**

The solar plants shall be connected to the State grid as per the provisions of the State Grid Code. However any generator with a capacity upto 2 MW may allowed connectivity at 11 KV subject to technical feasibility.

9. **Term of PPA**

The Commission decides that CSEB / distribution licensee may enter into PPA with the project developers for a maximum period of 20 years. However, considering the period for which incentive from Gol is available, the term of PPA should not be less than 10 years.

10. **Encouragement to the power generation roof top Solar PV sources**

CSEB vide its letter dated 05.08.08 has stated that lot of new buildings particularly in the new capital area (Raipur) are either under construction or will come up for construction soon. The roof of all such buildings can be utilized for the installation of independent solar power plants to meet out the power consumption of that building. This will promote decentralised generation and consumption of clean power. The Commission agrees with these views of the CSEB and desire that the generation from roof top solar PV sources, should be encouraged through out the state. The Commission directs that CREDA should submit a comprehensive proposal to the Commission in this regard so that generation of power from roof top solar PV sources could be harnessed to the maximum extent possible.

The National Action Plan on Climate Change envisages promotion of solar energy for power generation and other applications. As per the map prepared by MNRE, the solar radiation is above 5.4 Kwh /Sq mt per day in this State. There is thus good scope in the State for generation of power from solar energy. In the interest of the development of the generation energy from renewable sources of energy in the State, particularly from the solar energy, the Commission is of the view that the Govt. of Chhattisgarh should formulate a separate "Solar Power Policy". Further the State Govt. can also give specific direction to CREDA, the nodal agency for renewable sources of energy in the State, to identify the sites where grid connected solar power plants of 5 MW and above capacity can be installed. CREDA can also explore the possibility of hybridization of such plants and suggest guidelines to State Govt. for this purpose. After identification of such sites CSEB can be asked to invite competitive bids from the interested investors for establishing the plants on Build, Own and Operate (BOO) basis and such sites may be allotted to the bidders who quote the minimum tariff. CSEB shall get such tariff adopted under section 63 of the Act. For such sites the State Govt. may consider to give land at concessional rates and State Govt. may consider to bear the cost of transmission system fully / partially, as has been done by some State Governments for wind power. The Commission shall separately advise the State Government in this regard under Section 86(2) of the Act.

Sd/-
Member

Sd/-
Chairman