

CHAPTER IV CONCLUSION

4.1 Conclusion

Based on the results of the discussion and analysis, conclusions can be drawn in this study, including the following;

1. The dynamics of the conflict that occurred between the Sunan Kalijaga Foundation in Kadilangu in the process of land acquisition for the construction of the Semarang-Demak Toll Road showed complex and multidimensional problems that developed into structural and administrative conflicts. The conflict was triggered by institutional fragmentation through the establishment of several foundations (1999, 2003, 2017, and 2020) that claimed mutual authority over waqf assets, resulting in overlapping authority. This situation is further strengthened when national strategic projects demand rapid legal certainty, which then triggers a struggle for the legitimacy of representation in the release of rights and the receipt of compensation.

Furthermore, the dynamics of conflicts that occur are not solely limited to the segmentation of criminal acts by individuals and institutions, but also show the existence of elements of mal-administration in the policy order. This is characterized by insynchronization between institutions, unclear legal status of foundations, and uncertainty of the authority of nadzir, which ultimately clouds conflict resolution and strengthens the character of conflict as a structural problem.

2. Conflicts of interest between institutions form institutional disharmony in the Sunan Kalijaga waqf land dispute in Kadilangu through the interaction of various interests, authorities, and different policy orientations among the institutions involved in the construction of the Semarang-Demak Toll Road. These differences in interests develop from competition for the legitimacy of waqf land management, the implementation of administrative authority, to the government's orientation in ensuring the smooth running of National Strategic Projects. As a result, inter-institutional relationships that were originally coordinating developed into relationships that were colored by differences in perceptions of legality, representation, and authority in decision-making.

This study shows that institutional disharmony is not formed solely due to differences in administrative procedures or overlapping authority, but as a consequence of conflicts of interest that affect principal-agent relationships, the effectiveness of inter-agency coordination, governance, and the decision-making process in resolving waqf land disputes. Thus, conflicts of interest play a role as the main mechanism that forms institutional disharmony because it encourages each institution to exercise its authority based on its own institutional mandate and orientation, making it difficult to realize policy integration and harmony of relations between institutions. These findings confirm that the settlement of waqf land disputes in strategic development projects not

only requires legal certainty regarding land status and institutional representation, but also requires collaborative governance that is able to harmonize interests, authorities, and objectives between agencies so that institutional disharmony can be minimized.

4.2 Suggestions and Feedback

Based on the results of the conclusions, suggestions and inputs can be given in the form of;

1. Based on the findings that institutional fragmentation, overlapping authority, and conflicts of interest contributed to institutional disharmony in the Sunan Kalijaga waqf land dispute, the government, particularly relevant institutions at both the central and regional levels, should strengthen collaborative governance in waqf land management within National Strategic Projects. This can be achieved by harmonizing institutional policies, establishing integrated verification mechanisms for the legal status of foundations and the authority of nadzir, and ensuring clear institutional representation before land acquisition decisions are made. These measures are expected to minimize conflicts of interest, improve inter-institutional coordination, and provide greater legal certainty.
2. The findings also indicate that institutional fragmentation among foundations became a major source of the conflict. Therefore, the Sunan Kalijaga Foundation and the extended family of Sunan Kalijaga's heirs are encouraged to undertake institutional consolidation by strengthening

organizational governance and clarifying the legal legitimacy of the foundation. Such efforts are expected to prevent future dualism in institutional representation and overlapping claims of authority over waqf assets.

3. Future studies are recommended to examine conflicts of interest and institutional disharmony in waqf land governance through comparative analyses of National Strategic Projects or other public infrastructure developments. Such research may contribute to the development of collaborative governance models that strengthen inter-institutional coordination and improve dispute resolution in waqf land administration.