



**Republic of the Philippines**  
**OFFICE OF THE PRESIDENT**  
**PHILIPPINE RECLAMATION AUTHORITY**

7<sup>th</sup> floor, Legaspi Towers 200 Bldg., 107 Paseo De Roxas St., Legaspi Village, 1226 City of Makati  
 Tel. No.: (02) 459-5000 • Facsimile No.: (02) 815-2662  
 Website: www.pea.gov.ph • Email: info@pea.gov.ph

**2023 SEMINARS/TRAININGS/WORKSHOPS/CONVENTIONS**  
**ATTENDED BY EMPLOYEES**

No.	Title	Description	Learning Service Provider	No. of Hours	No. of Participants
1	Decision Effectiveness Workshop	This program intends to equip the participants with the skills to solve complicated problems and take appropriate corrective actions, decide on good alternatives or strategies with risks minimized, plan for greater success and identify opportunities in any given problem situation.	Ateneo Graduate School of Business – Center for Continuing Education (Ateneo – CCE)	16	16
2	Fundamentals of People Management	This course program helps the line managers understand and execute their role in the employee life cycle as people managers. Line Managers will be able to effectively coach team members, align human capital strategies with business strategies, and cultivate employee engagement and commitment to the organizational goals.	Asian Institute of Management	21	1
3	Strategic HROD Series 2: HR Analytics	In this forum, participants will be presented with real life case scenarios from HR, showcasing the transformational effect of people analytics in this age of big data. Sharing from successful organizations of their journey in applying HR analytics will inspire government HR leaders and practitioners to maximize use of big data, and, hopefully champion for data driven HR.	Civil Service Commission – Civil Service Institute	8	1

4	Program/Course Design and Development	This 2-day course aims to introduce the basic concepts and principles of program/course designing in the context of key Learning and Development (L&D) models and frameworks. This takes into consideration the importance of the principles and conditions for learning in Adult Education. Specifically, this course is geared towards developing/enhancing the participants' technical competencies in instructional design.	Civil Service Commission – Civil Service Institute	16	3
5	CSI Leadership Series: Embracing Leadershift Towards Leading a Multigenerational Workforce	This one-day virtual event will cover the different generational cohorts, the challenges of managing a multigenerational workforce, the role of technology, successful leadership strategies, and practical tips for creating a multigenerational-friendly work environment.	Civil Service Commission – Civil Service Institute	8	2
6	Problem Solving and Decision Making	Provides analytical methods in identifying potential solutions with primary goal of finding the best solutions based on judgement, situation, facts, knowledge and combination of data available.	Personnel Officers Association of the Philippines	32	1
7	Toward Effective Managerial Competencies	To articulate the principles and characteristics of a leader-manager in the Philippine bureaucracy. It shall dwell lengthily on the basic managerial competence and touch on additional competence that make one an ideal manager. It includes topics as Perspectives of Managers, Roles of Managers, Manager Qualifications and Current Issues on Filipino leadership, etc.	Personnel Officers Association of the Philippines	32	1
8	2023 Public Sector HR Symposium	Centers on developing and fostering a culture of dynamism (ability to respond to the changing needs of time and the capacity to withstand challenges). Aims to equip people and organizations with emerging skill sets in the next five (5) years, this year's HR Symposium will focus on the strategic roles of Government Leaders and HR Practitioners in building resilient and sustainable people	Civil Service Commission- Civil Service Institute (CSC-CSI)	16	2

		and public sector organization through developing and fostering a dynamic culture.			
9	Applied HR for Line Leaders	This program intends to minimize such situations by providing skills in the effective acquisition, development, and rewarding of the human asset.	Ateneo Graduate School of Business – Center for Continuing Education (Ateneo – CCE)	8	2
10	Workforce Planning Career Development and Succession Management	Three-day online course that will enable the participants to develop, install, maintain, and implement programs for career development and succession management that is anchored on a Strategic Workforce Planning Framework that integrates all HR functions from talent acquisition or the staffing plan, to talent development or the L and D Plan, and up to the engagement plan.	Civil Service Commission- Civil Service Institute (CSC-CSI)	24	6
11	Emotional Intelligence and Leadership	Aims to develop leadership self-awareness, discover how to strengthen emotional intelligence as leaders through a concrete Emotional Intelligence Self-Development Action Plan.	Civil Service Commission- Civil Service Institute (CSC-CSI)	16	1
12	Working Towards Personal Effectiveness	The program will provide the participants the opportunities to learn the process of empowering people; sharing of information, training and allowing high potentials to manage resources, results and relationships in the organization toward optimum results.	Personnel Officers Association of the Philippines	32	1
13	Enabling Employee Wellbeing and Resilience	This course aims to deepen the participants' understanding of workplace well-being and employee resilience and how these can be enhanced in organizations through well-being strategies and culture-building initiatives. Participants will have the opportunity to facilitate a resilience program.	Ateneo CORD	20	7

14	Employee Skill Enhancement: A Supervisory Development Seminar	The seminar focuses on developing supervisory skills and helping newly promoted and experienced supervisors transition effectively into their roles. Participants will gain a comprehensive understanding of the definition of skills from different perspectives and how these skills are linked to current platforms and customer satisfaction.	Personnel Officers Association of the Philippines	32	2
15	Executive Assistant Development Program	The program develops topnotch Administrative Professionals with enhanced leadership capabilities, critical thinking, process improvement, stakeholder management, communication, knowledge of key people and management systems, and critical skills for transforming organizations and leading a diverse and multi-generational team.	Asian Institute of Management	36	1
16	Sales Management: The Leader in You	Designed to provide participants with insights on the characteristics, skills, and tools that a sales manager must possess to effectively manage both business and people. The course will also help assess participants creative thinking and decision-making skills, while giving tips on how to improve the way they exercise these skills.	Ateneo CCE	24	2
17	Advancing the Role Capital Markets in Financing the Philippines' Blue Economy	Aims to promote knowledge-sharing and networking to encourage a greater understanding and approach to support blue bond issuances in the ASEAN Region.	Securities and Exchange Commission (SEC), Asian Development Bank (ADB) in partnership with the Government of United Kingdom	8	1
18	Future Thinking Fundamentals	Intends to equip Filipino leaders with a futurist mindset and a set of tools that can be used to enhance environmental scanning and strategic thinking efforts, organizational development, and innovation initiatives.	Asian Institute of Management	17.5	1

19	Training Course on Knowledge Management (Online)	The course aims to enable participants to understand and apply the fundamental concepts, practices and tools in creating, sharing and applying knowledge to enhance organizational productivity and growth. The course also highlights how knowledge management dovetails with the Philippine Quality Award (PQA) framework and the ISO 30401:2018."	Development Academy of The Phil.- PDC	32	11
	Training Course on Knowledge Management (Face To Face)			24	2
20	Public Private Partnership (PPP) and Infrastructure Finance for Lawyers	This course is designed specifically for lawyers to teach what they need to know about Public Private Partnership (PPP) design, agreements, and pitfalls in PPP. Topics covered include negotiating, drafting and implementing Public-Private Partnership agreements, as well as renegotiating agreements and alternative dispute resolution options, including investor-state arbitration.	International Law Institute (ILI)	96	1
21	Public and Private Entities' Guide to NEDA's 2023 Revised Joint Venture Guidelines and Procedure	Explains and provides the interpretation of the revised regulation which superseded the 2013 version, being the most sought after PPP arrangements by GOCCs.	Center for Global Best Practices, CGBP	3.5	3
22	Project Management Professional Exam Preparation Course with Certification Exam	This course is designed to provide learners with the proven, practical body of project management knowledge and skills they need to demonstrate project management mastery on the job. In this course, participants will apply the generally recognized practices of project management acknowledged by the Project Management Institute (PMI) to manage projects successfully.	Enderun Colleges, Inc.	30	3
23	Project Management Fundamentals	This project management course will help participants organize, implement and manage their organization's projects in a superior and efficient manner. After taking this program, participants can be assured that their project will be clearly communicated, acted on and achieve superior results.	BusinessCoach Phil., Inc	3	4

24	The Business Process Improvement Toolbox	This course covers the basic of process mapping at different levels of the organization and highlights the importance of managing and improving processes to achieve department and company goals, anchored on the voice of the customer (internal and external).	Ateneo Graduate School of Business – Center for Continuing Education (Ateneo – CCE)	16	6
25	The Art of Service Recovery	The Art of Service Recovery will help participants learn methods to effectively handle complaints, transforming them into valuable consumer insights that will help participants organization improve its processes, and in turn, be of better service to your customers.	Ateneo CCE	24	4
26	Training Course on Service Process Streamlining	The course highlights the importance and benefits in improving service delivery efficiency and effectiveness in the public sector.	Development Academy of The Phil.- PDC	32	1
27	Six Sigma for Quality Improvement	This seminar can serve as an excellent awareness session for all employees in an organization. An understanding of Six Sigma, what it means, how to implement it, what some of the results might be discussed.	BusinessCoach Phil., Inc	3	9
28	Lean Six Sigma Black Belt Certification	Equips participants with the tools and skills to assume significant roles on improvement initiatives and refining operational processes for efficiency while consistently upholding high quality standards. Simultaneously, the program prepares participants for the certification exam, ensuring that they can apply learned competencies effectively in practice.	Process Doctor Academy Training Consultancy Service	Self-Pace Program	1
29	Best Practices in Corporate Housekeeping	The webinar deals with the multitude of services that a Corporate Secretary performs for a corporation or employer.	Center for Global Best Practices (CGBP)	3.5	1
30	Basic Training for Pollution Control Officer	This training aims to develop the capacity of Pollution Control Officer (PCO) in performing their functions, duties	PCAPI R4A Chapter Inc.	40	4

		and responsibilities using accelerated learning techniques based on actual experiences and best practices.			
31	Capacity Building on Revised Philippine Government Internal Audit Manual	The RPGIAM, which complements the NGICS and serves as an updated version of the 2011 PGIAM8, aims to assist departments and agencies in the establishment and development of internal audit to promote effective, efficient, ethical and economical operations in government, among other objectives.	Department of Budget and Management (DBM)	48	4
32	MCLE Online Compliance VII	Continuing Learning Education for IBP Members, a course which offers the latest updates on Philippine Laws, Rules and Regulations	Asian Center for Legal Excellence	32	1
	MCLE 7th and 8th Compliance		Integrated Bar of the Phil. - Makati Chapter	32	1
	Mandatory Continuing Legal Education (MCLE) 8th Compliance		PLM College of Law and Law Center and GIA Business Solutions, Inc.	32	1
33	Accounting for Non-Accountant	This course is designed for individuals without accounting background but who need to understand and appreciate how business transactions are recorded, summarized, and interpreted for commercial decision-making purposes. Through a series of exercises, participants get a hands-on experience on the practical application of theories and concepts in the “accounting cycle,” from event/transaction recognition to financial statement preparation, review, and appreciation.	Ateneo CCE	24	2
		Designed for individuals without accounting background but who need to understand and appreciate how business transactions are recorded, summarized, and interpreted for commercial decision-making purposes.	Personnel Officers Association of the Philippines	32	1
34	BIR-8 2022 Sales Transmission	Provides orientation on the process and manner of the BIR Electronic Invoicing System or EIS, on what to expect, what	Omniray Ventures Inc.	8	3

	Requirements as required by TRAIN Law and How to Avoid BIR Daily Penalties	sales information to transmit, how to technically comply, when to send sales data and how to avoid penalties.			
35	Dealing with Crisis and Controversies Communication	This training on strategic issues management and crisis communication program will provide you the best practices on how to prevent, contain and solve misinformation, disinformation, and bad news from spreading in the media.	Center for Global Best Practices (CGBP)	8	1
36	Complying with Regulations and Advices in Maintaining the Integrity of Government Records	Designed for public servants to have information in carrying out the function in records as a particular and crucial sources of information in government offices.	Government Record Officers of the Phil. (GROAP)	24	2
37	Compliance Guidelines and Procedures for the One-Time Cleansing of Property, Plant and Equipment (PPE) Account Balances for All Government Institutions	The training will provide the correct interpretation for proper implementation of the following:. 1. Reconciliation of inventory count per RPCPPE with property and accounting records and Recognition of PPE Found in Station 2. Disposition Procedures for Non-existing/Missing PPE 3. Procedures in the Derecognition of Non-existing/Missing PPE without Available Record of Accountability 4. Accounting Entries and Disclosure in the Notes to Financial Statement.	Center for Global Best Practices (CGBP)	7	8
38	Procurement Planning and the Preparation of PPMP and APP	Provides knowledge on Procurement Planning and Budget Linkage, PPMP and APP process and preparation.	SCCE Training Center	32	1
39	The Property and Supply Management in the Public Sector	Provides participants with integrated approach to acquisition, utilization, and disposition/disposal of supplies, materials and equipment.	SCCE Training Center	32	1
40	Assertive Oral and Written Communication Skills	The seminar aims to provide formulas in oral and written communications, emphasizing crucial points without burning linkages and achieving writing objectives.	Personnel Officers Association of the Philippines, Inc.	32	2



41	Intensive Course in Environmental Planning	The course serves as a comprehensive course on basic concepts, processes, and methodologies on urban and regional planning.	Planning and Development Research Foundation (PLANADES)	40	1
42	Effective Communication Skills	The webinar covers developing communication skills that will increase participants effectiveness in communicating and will help foster collaboration aiding in the performance of communication service.	Businesscoach Phil., Inc.	4	29
43	Finance 101: Essentials of Financial Management	This basic course examines through a “user-friendly,” yet comprehensive way the finance function in the corporate setting, its scope of responsibilities and authorities, and its linkages with other segments of the organization. Emphasis is placed on the discipline as a function of management, on the routine problems encountered by the financial manager and his/her methods of solution, and the rationale for his/her decisions.	Ateneo CCE	40	2
44	Fraud Risk Assessment	Aims to develop the organization’s strategic foresight in terms of fraud risk management.	Association of Certified Fraud Examiners (ACFE)	16	2
45	Project Management Fundamentals	Designed for companies seeking to implement effective, profitable, and practical skills so that participant can confidently face and conquer even the toughest challenges. This will help provide a common language between individuals at the implementation level – marketing, sales, project management, engineering, as well as executive leadership.	Businesscoach Phil., Inc.	3	14
46	Environmental Impact Assessment Batch 6	The webinar shall provide certain monitoring controls over regulatory transactions in the performance of duty on transfer or registration of titles, and registration of these	Philippine Network of Educators of Environment (PNEE)	40	1

		transfers or dispositions with the BIR, Assessors Office, etc.			
47	Best Practices Guide to Construction Law and Crafting of Contracts	Aims to navigate the participants in perfecting construction contract from bidding or negotiation, pre-construction to completion and project turnover.	Center for Global Best Practices	7	9
48	Masterclass on Writing Minutes of Meeting	The Course provides minute-takers an understanding of the importance of their role and practical techniques for producing minutes that contain essential information in concise and efficient language.  It teaches the participants the best practices in minute taking and provide vital information on the legal guidelines and regulations on meetings mandated by the Securities and Exchange Commission.	Center for Global Best Practices	7	1
49	Write Right for Positive Results	In this highly interactive and motivational workshop, it will expand the participants' business writing skills. The participants will learn and re-learn current best practices in writing the routine one-memo, the persuasive proposal, the make-or-break letter to produce the best results and email etiquette.	Center for Global Best Practices, CGBP	7	1
50	Effective Audit Report Writing	Revisits the basics on communicating audit results and learn the skills in writing effective audit reports. And learn and apply the guidelines and techniques, and use examples to choose the appropriate substance, organization, tone and style of reporting.	Association of Government Internal Auditors, Inc. (AGIA)	8	1
51	Research Description Access	Provides learning skills pertaining to RDA and its relationship with handling and running libraries.	Phil Association of Academic / Research Librarians Inc.	Self-Pace Program	1
52	Certification Course Fiber Optic Technician	The course provides the participants hands on knowledge and capability to identify types of fibers recognized in fiber	Deep6 Subnet Services Ltd.	24	1

		installation and install, terminate, splice and properly conduct fault test installed FOC to existing standards and cost of installation.			
53	Fiber and IP Network Essentials	Provides participants in depth knowledge and skills and updates on Fiber optic and IP Network.	JVD Training Services	24	2
54	Policies and Procedures on Leave Administration (PPLA), Leave Administration Course for Effectiveness (LACE)	This 3-day course is designed to provide participants with a comprehensive understanding of the principles, guidelines and best practices related to managing employee leaves within the Civil Service.	Civil Service Commission-Region IV	24	4
55	Effective Methods on an Enabling Policy of Managing Disposition Program in Government Office	Designed to increase the awareness and enhance the competence of participants of a sound records disposition practices and proper identification and preservation of permanent records with relevance to the relevant records retention schedule and disposal authority.	Government Records Officers Association of the Philippines (GROAP)	24	3
56	Basic Geographic Information System Training	This Course is to enhance the capabilities of the participants on basic map creations and come up with generated maps as outputs and to orient the trainees on the functions of different QGIS features; the independent use of GIS through the knowledge application of basic GIS concepts, principles, and operations; and other GIS applications especially those related to public administration and governance.	NAMRIA	40	2
57	Procurement and Administrative Justice	Focuses on updates on government laws, rules and regulations, pertaining to Procurement and administrative justice.	ALLS Management Consultant, Inc.	24	1
58	Capacity Building Workshop on Proper Filing/Registration of Rules and Regulations	Discusses the legal principles and protocols of record keeping, compliances with Rule making requirements of administrative issuances	Office of the National Administrative Register	7	1

59	Certified Associate in Project Management (CAPM)	This is PMI's entry-level project management certification for project managers worldwide. The CAPM® certification indicates knowledge of the principles and terminology within A Guide to the Project Management Body of Knowledge (PMBOK® Guide) Sixth Edition, which outlines generally recognized best practices in project management.	Enderun Colleges, Inc.	24	10
60	Auditing Privacy Risks using IIA's Global Technology Audit Guide	Provides audit practitioners with a foundation for meeting the complex and varied expectations that accompany privacy issues.	Institute of Internal Auditors Philippines	8	1
61	High Impact Audit Reporting	Course focuses on the importance of delivering clear, transparent, and objective audit reports. At the conclusion of this course, you will have gained effective communication skills and techniques that will enable you to convey critical information, and write effective and meaningful audit reports, using a variety of delivery methods. In addition, you will participate in various group activities and discussions that will reinforce key audit reporting concepts.	Institute of Internal Auditors Philippines	8	1
62	CAAT's and Data Analytics Using Excel	This course will teach you how to accelerate your financial, accounting, operations and audit process over 10 times faster using simple and innovative functions in Excel. This is the first part of Excel seminar series that will take your financial, accounting and audit process into another level. Learn the basic tricks to better performance.	Center for Internal Advisory Services Philippines, Inc.	40	
63	Coastal and Environment Seminar	This seminar delved into a comprehensive range of critical topics, elucidating vital aspects of responsible reclamation: 1. Coastal Engineering and Understanding Natural Elements. 2. Comprehensive Site Investigation and Soil Analysis. 3. Environmental Management in Land Development.	Surbana Jurong Consultants PTE. LTD.	24	32

		4. Climate Change Adaptation in Coastal Projects. 5. Optimal Practices in Dredging and Reclamation. 6. Utilization of Alternative Materials in Land Development.			
64	Shipboard Hazard Simulation and Situational Awareness (SHSSA)	The training will provide learnings on the importance of situational awareness when working onboard ship and hazards associated with the job.	NYK FIL Maritime Training Inc.	8	1
65	Basic Training - Onboarding Course	The training provides learnings including basic rules and major components of the following aspects: a. Fire Prevention and Firefighting b. Personal Safety and Social Responsibility c. Personal Survival Techniques d. Elementary First Aids	NYK FIL Maritime Training Inc.	80	4
66	Participatory Monitoring and Evaluation of Social Development Projects	Aims to equip social development practitioners with knowledge and skills to strengthen people's involvement, enhance capacities and increase their confidence in decision making processes, thereby sustaining development projects.	UP-Social Action and Research for Development Foundation, Inc.	24	3
67	33rd Annual Regional Convention cum Seminar	The event aims to increase awareness of the Geodetic Engineer (GE) Professionals to matters relevant to the professions and increase the level of competency of the members of the organizations.	Geodetic Engineers of the Phil. inc.	16	2
68	PCAPI National Convention and General Assembly	This event will provide and share on best practices, current trends, and potential technologies in overcoming challenges on our environmental problems along with the compliance to the health and safety of each and everyone.	Pollution Control Association of the Phil.	16	2
69	PCO General Assembly	The Assembly will discuss on the latest environmental laws and regulations, best practices, current trends and potential technologies in overcoming challenges relative to environmental problems of the present time.	PCAPI R4A Chapter Inc.	16	3

70	2023 Annual Convention of AGAP	The convention highlighted the importance to keep abreast on any changes and being updated in all recent audit and accounting-related issuances of the Commission on Audit as well as on ways to improve compliance in the public service with the applicable rules and regulations in order to promote accountability and transparency in government transactions and improve government operations.	AGAP, Inc.	32	4
71	2023 Freedom of Information (FOI) Summit	Aims to inform the public on the developments in the implementation of the FOI Program in the country in order to build and sustain communities of practice of access to information mechanisms.	Presidential Communications Office - Freedom of Information, Project Management Office	8	1
72	2nd Quarterly PAGBA Convention	Aim to sustain facilitation of capacity building requirements relative to sound public financial management and good governance.	PAGBA, Inc.	32	6
73	12th National Congress with the theme: Forging and Expanding Solidarity, Steadfast to a Militant, Progressive and Nationalist Public Sector Unionism!	The congress aims to assess campaigns, programs and services for the discussion of three year plan (2023-2026)	Confederation for Unity, Recognition and Advancement of Government Employee (COURAGE)	40	4
74	2023 Mid-Year Assessment Conference and Sports Management Workshop	Strategic Planning of programs and events for GOCC Athletic Association.	GOCC Athletic Association, Inc. (GAAI)	40	1
75	48th Annual Directorate Meeting and National Convention	Discusses the key developments in the profession and tackles pertinent issues facing the practice of Geodetic Engineering.	Geodetic Engineers of the Philippines, Inc.	16	2
76	Gender Equality, Disability and Social Inclusion Summit 2023	Aims to support the GAD perspective of the CSC Vision to become the leading gender responsive HR/OD institution by enabling agencies to integrate and advocate gender	CSC- CAR	16	4

		equality and social inclusions principles and perspectives in all their policies, programs and systems.			
77	Orientation on Feedback Mechanism & Citizens' Charter Compliance Monitoring	To present the task needed to perform of the designated Focal Persons pursuant to the Guidelines on Citizen's Charter Compliance Monitoring	PRA - CART	3	67
78	FOI Programs and Update of Information	To provide PRA FOI Focal Persons and PRA employees, with the salient information about FOI Program and the Updates of Information on newly released issuances.	PCOO-FOI PMO and PRA	5	107
79	Online Orientation and User's Training on PNPKI Digital Signature	To provide deeper comprehension and appreciation of the PNPKI Digital Certificate, how it works, and how we can use it to our advantage to improve our services.	Department of Information and Communications Technology and PRA	3	All PRA Employees
80	PAG-IBIG Fund briefing orientation	To educate and update all PRA officers, employees and service contractors on the benefits, loans and investment being offered by the Pag-IBIG Fund.	Pag-IBIG Fund and PRA	3	All PRA Employees
81	ISO 9001:2015 QMS Essentials for New Hires	To provide the participants with a basic understanding of the principles and requirements of Quality Management System (QMS) and be equipped to contribute to its effective implementation and maintenance.	Ascent Prime Inc. and PRA	8	11
82	ISO 9001:2015 Documentation: Ensuring Quality through Document Control Management	This training will not only covers the technical aspects of documentation but will also explore the role of effective communication in the context of the Quality Management System (QMS) and how documentation can support communication across the organization.	Ascent Prime Inc. and PRA	8	19
83	Mastering Next Level internal Auditing: A Workshop on ISO	Aims to equip internal auditors with the necessary tools to enhance the effectiveness of audits, drive continuous improvement, and maximize the value of the audit process within their organizations.	Ascent Prime Inc. and PRA	24	31

	9001:2015 and ISO 19011:2018				
84	Orientation on "2017 Rules on Administrative Cases in the Civil Service (RRACCS)	To educate all PRA Officers and Employees and Service Contractors on the rules concerning disciplinary and non-disciplinary proceedings in administrative cases in the Civil Service.	Civil Service Commission and PRA	8	All PRA employees
85	Standard First Aid and BLS-CPR/AED Training (SFAT)	The course is a comprehensive four-day course (32 hours session) on first aid and cardiopulmonary resuscitation (CPR) with automated external defibrillator (AED). This training can be used for employment and day-to-day emergencies.	Philippine Red Cross Safety Services	32	30

Prepared by:

Noted by:

**KRISTA MARIE T. FLORES**  
Training Specialist II

**NOEL F. CASIN**  
Manager, HRMD