

Exim Bank Tanzania advances enterprise-wide skill development with Coursera



Industry
Financial Services
and Banking



Location
Tanzania



Size
500–1,000
employees



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Our organization has implemented a unique, integrated approach to building a sustainable learning culture using Coursera by embedding learning into recognition, performance management, and career progression systems. This transformed learning from a standalone activity into a core component of employee recognition, performance evaluation, and career progression, creating a self-reinforcing learning culture.



Kenneth Byamungu

Learning and Development
Specialist

Overview

Exim Bank Tanzania set out to strengthen workforce capabilities critical to its long-term strategy, including technical banking skills, regulatory compliance, digital proficiency, leadership, and customer engagement. As the bank focused on revenue growth, risk management, operational efficiency, digital transformation, and leadership development, it recognized the need for a scalable, role-relevant learning approach.

Working with Coursera, Exim Bank Tanzania built a learning ecosystem that made skill development part of career growth. Rather than treating learning as a standalone activity, the organization integrated development into performance management, talent development, and advancement pathways.

The challenge

Exim Bank Tanzania faced a multifaceted workforce development challenge. Employees across the organization needed stronger capabilities in areas such as technical banking operations, regulatory compliance, digital proficiency, leadership effectiveness, customer engagement, communication, and stakeholder management.

At the same time, the bank wanted learning investments to contribute directly to business priorities. Training needed to support risk management objectives, strengthen operational effectiveness, prepare future leaders, and build capabilities that could help employees succeed in increasingly dynamic roles.

Traditional training approaches often struggled to provide consistent development across functions while maintaining relevance for different employee groups. The bank needed a more scalable and personalized model that could address diverse learning needs, encourage employee ownership, and create stronger connections between capability development, performance outcomes, and career progression.

Snapshot

220%

increase in learning
license availability

Learning initiative

deployed across
15 departments

Learning integrated

into performance management
and career progression

The solution

Exim Bank Tanzania deployed Coursera as a strategic platform for role-based capability development across the organization. Rather than treating learning as a standalone activity, the bank integrated development into its broader talent and performance framework.

The initiative reached employees across **15 departments** through a phased rollout designed to support both organizational priorities and individual growth goals. Learning pathways were aligned to employee roles, seniority levels, and identified capability gaps, helping learners focus on skills most relevant to their responsibilities and future aspirations.

The bank utilized curated learning pathways, Professional Certificates, skills dashboards, and Course Builder capabilities to create structured yet flexible learning experiences. Mandatory learning requirements were balanced with self-directed opportunities, allowing employees to pursue development aligned with both business needs and personal career ambitions.

A key differentiator was the integration of Coursera learning into performance management processes. Employees could use Coursera certifications as evidence of capability development during performance reviews and talent discussions. Learning achievements were also highlighted through the organization's weekly HR Desk: Weekend Digest, creating visibility for accomplishments and encouraging peer participation.

Leadership involvement, manager support, and a Coursera Champions model reinforced adoption while helping employees maintain momentum throughout their learning journeys.

The results

Exim Bank Tanzania's approach helped establish a more structured and sustainable learning culture across the organization. As participation grew and demand for development opportunities increased, the bank achieved a **220% increase in learning license availability**, expanding access to role-relevant learning opportunities across the business.

Employees applied newly developed skills in areas such as communication, stakeholder engagement, productivity, and decision-making within their day-to-day responsibilities. The role-based structure helped create more consistent capability development across functions while supporting stronger collaboration and knowledge sharing.

The initiative also changed how learning was experienced within the organization. By integrating Coursera certifications into performance management and career development processes, Exim Bank Tanzania created a clear connection between skill development and professional advancement. Employees could see how learning contributed to their growth, while managers gained a structured way to recognize capability development and readiness for future opportunities.

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I completed the Business Strategy Specialization on Coursera, which strengthened my ability to align learning initiatives with business strategy. I applied these skills in redesigning training programs to be more targeted, data-driven, and strategically aligned.



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Kenneth's experience reflects the broader goals of the program. Following the application of these skills, he reports being promoted to an Assistant Manager role. Recognition initiatives further reinforced engagement by making learning achievements visible across the organization and positioning continuous development as an important part of career growth.

Looking ahead, Exim Bank Tanzania continues to strengthen a learning ecosystem where development, recognition, and advancement reinforce one another, helping prepare employees for evolving business needs and future leadership opportunities.



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